

# Missouri Senior Community Service Employment Plan

2016-2020



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**Missouri State Plan**  
**SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM (SCSEP)**  
**Missouri Department of Health and Senior Services**  
**Division of Senior and Disability Services**  
**www.health.mo.gov**  
**Missouri SCSEP State Plan**

*VERIFICATION OF INTENT*

In accordance with the Older Americans Act (OAA) of 1965, as amended, the Department of Health and Senior Services hereby submits the Missouri SCSEP State Plan for Program Year 2016 through 2020. The Division of Senior and Disability Services has been designated and given authority by the Governor of the State of Missouri to develop and administer the SCSEP State Plan in compliance with all requirements under Title V of the OAA as amended and reauthorized in 2006.

The SCSEP State Plan is hereby approved by Governor Jeremiah W. (Jay) Nixon and constitutes authorization to proceed with activities contained within the plan upon approval from the Department of Labor, Employment and Training Administration.

3-25-16

(Date)

Celeste Hartogsaues

Director, Division of Senior & Disability Services

3/28/16

(Date)

Don W.

Acting Director, Department of Health & Senior Services

I hereby respectfully submit on this 27<sup>th</sup> day of April, 2016, the Missouri SCSEP State Plan for the approval by the Department of Labor, Employment and Training Administration.

Jeremiah W. Nixon  
Governor, State of Missouri

## SECTION 1. PURPOSE OF THE STATE PLAN

The Senior Community Services Employment Program (SCSEP) is a community service and work-based training program for unemployed low-income persons who are 55 years of age or older, particularly persons who have poor employment prospects. SCSEP is authorized by Title V of the Older Americans Act (OAA) and administered at the federal level by the United States Department of Labor (DOL). The program was established to foster individual economic self-sufficiency and promote useful opportunities in community services. SCSEP is the only federally sponsored job creation program targeted to low-income older Americans.

Through the program, older workers have access to the SCSEP services as well as other employment assistance available through the American Job Centers. Program participants work an average of up to 20 hours a week and are paid the higher of federal, state, or local minimum wage. Participants are placed in a wide variety of community service activities at nonprofit and public facilities, which can include day-care centers, senior centers, schools, and hospitals. Community service experiences serve as a bridge to unsubsidized employment positions. The program benefits both participants and the communities they serve.

The OAA requires the Governor of each state, or the designee, to submit for consideration and approval a state plan which outlines a 4-year strategy for the statewide provision of community service employment and other authorized activities for eligible individuals. The Missouri Department of Health and Senior Services (DHSS), Division of Senior and Disability Services (DSDS), has been designated and given the authority to develop and administer the state plan (See Attachment A-Organizational Chart).

DHSS utilizes a competitive bid process to contract with sub-grantees who in turn administer the program in Missouri. The current sub-grantees for the State of Missouri are MERS/Goodwill, Experience Works and Catholic Charities. The national grantees who operate in the State of Missouri are AARP and Experience Works.

The state plan affords Missouri the opportunity to establish a system to ensure older workers are ready for the challenge of meeting workforce demands.

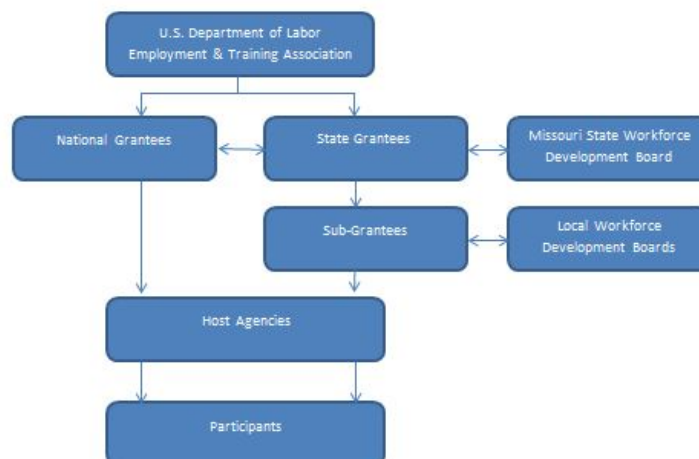


The state will continue to work with its network of partners to:

- Enhance coordination and integration of SCSEP with Missouri's workforce system to maximize the impact of limited workforce resources and ensure that services are customer-friendly;
- Increase public and employer awareness about SCSEP, the benefits of hiring older workers, and senior-friendly policies and practices;
- Ensure that training and employment strategies are based on local market conditions;
- Provide priority of service to areas and individuals most in need, particularly rural areas; and
- Strengthen services to increase the placement and retention of SCSEP participants in unsubsidized employment.

## SECTION 2. INVOLVEMENT OF ORGANIZATIONS AND INDIVIDUALS

An integral function of the state plan is to identify collaborative opportunities between the state and national grantees along with key stakeholders to accomplish the goals of SCSEP. In addition, the state plan guides coordination between SCSEP, the workforce development boards (WDB), and key stake holders under the Workforce Innovation and Opportunity Act (WIOA). Finally, the state plan emphasizes the importance of partnerships between grantees and other social and employment programs, initiatives and entities operating within the state. The diagram in Figure 1 describes the organizational relationship for SCSEP from the federal level to the local level.



**Figure 1**

DSDS solicited input from the national grantees in Missouri. Any input that was received has been incorporated into the state plan.

### SECTION 3. SOLICITATION AND COLLECTION OF PUBLIC COMMENTS

The draft state plan was posted to the DHSS website at [www.health.mo.gov](http://www.health.mo.gov) for public comment. The draft state plan was also sent through Division stakeholder listservs to ensure that all aging stakeholders had the opportunity to provide input. (See Attachment B-Public Comments.)

### SECTION 4. BASIC DISTRIBUTION OF SCSEP POSITIONS

The U.S. Census data from December 2010 shows Missouri's population increased 7 percent from 5,595,211 in 2000 to 5,988,927 in 2010 (See Attachment C-Population Maps).<sup>i</sup> An American Community Survey 2015 estimate shows an increase of 1.58 percent to 6,083,672.<sup>ii</sup> As of the 2010 Census, Missouri ranked 20th among states in population increase and 29th based on percentage change. The state outpaced the Midwest's overall population growth of 3.9 percent.<sup>iii</sup>

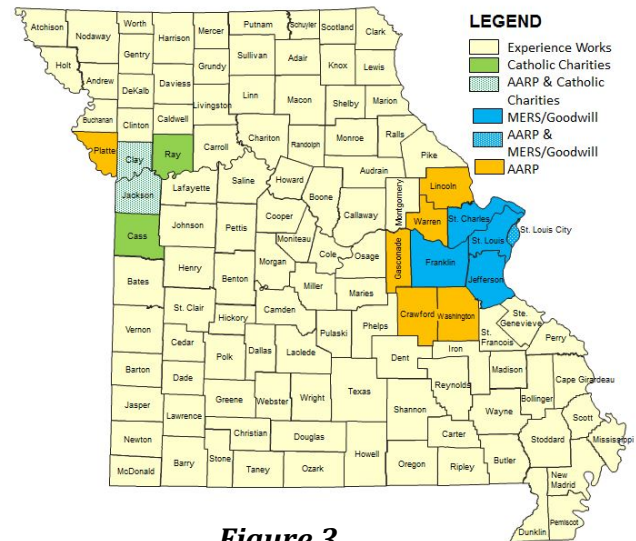
2010 Census data showed the five most populous incorporated places in the state were Kansas City (464,310), St. Louis (318,172), Springfield (162,191), Independence (117,270), and Columbia (113,225). Since the 2010 Census, Kansas City grew by 0.98 percent, St. Louis decreased by 0.35 percent, Springfield grew by 1.68 percent, Independence grew by 0.37 percent, and Columbia grew by 4.35 percent. The largest county was St. Louis, with a population of 1,001,444 (increase of 0.24 percent). The other counties in the top five include Jackson, with a population of 679,996 (increase of 0.86 percent); St. Charles, 373,495 (increase of 3.60 percent); Greene, 283,870 (increase of 3.16 percent); and Clay, 230,491<sup>ii</sup> (increase of 3.84 percent). 2010 Census data shows the five fastest growing counties were, Christian, Lincoln, Warren, Taney, and Pulaski and St. Charles, which tied for fifth place (See Figure 2).<sup>iv</sup>

County	2000	2010	% Change
Christian	54,285	77,422	43%
Lincoln	38,944	52,566	35%
Warren	24,525	32,513	33%
Taney	39,703	51,675	30%
Pulaski	41,165	52,274	27%
St. Charles	283,883	360,485	27%
Missouri	5,595,211	5,988,927	7%

**Figure 2**

### LOCATION OF POSITIONS

Missouri is comprised of 114 counties and the City of St. Louis. Experience Works and AARP are the national grantees in the state and serve 108 counties. MERS/Goodwill, Experience Works, and Catholic Charities are the state sub-grantees and serve 26 counties. Figure 3, Coverage Area for State and National SCSEP Grantees shows the breakdown of the state and national grantee service areas. The 26 counties served by the state grant are divided into four service areas. Experience Works served Area ABC; MERS/Goodwill served Areas D and F; and Catholic Charities served Area E. (See Attachment D, Areas Served/Positions Authorized PY2016)



**Figure 3**

The DOL determines the number of slots for each state and national grantee. Funding and authorized positions for Missouri's state grant have remained steady since Program Year (PY) 2014 at 220 authorized positions. DOL allocated \$2,135,004.00 for the Missouri state grant in PY 2014 and again in PY 2015. However, Missouri's minimum wage increased during each of those program years resulting in what's known as "modified positions." Modified positions occur when the local or state minimum wage is higher than the federal minimum wage. As participants are paid the highest minimum wage in effect for the locality or state in which they live, the number of available positions are reduced proportionally to compensate for this increase and to ensure that participants remain at or near 20 hours each week of paid training. These reduced positions are referred to as "Modified Positions." Currently the number of modified positions for Missouri is 209. The state's minimum wage did not increase in January 2016; therefore no change in modified positions is anticipated for PY 2016, which begins July 1, 2016.

The State SCSEP Grantee worked closely with the sub-grantees to ensure services were offered within the counties in accordance with the Equitable Distribution guidance provided by the DOL. The position allocations for the four service areas in the state ensure adequate services are offered and meet the DOL and Older Americans Act requirements regarding serving specific populations. DHSS and the sub-grantees meet annually to



review, update, and reallocate slots as appropriate. The current distribution of authorized positions reflects the DOL Equitable Distribution, along with the following factors:

- Proportion of eligible SCSEP persons in each county to the total number of SCSEP eligible persons in the state;
- Proportion of individuals residing in rural and urban areas of the state; and,
- Persons in the state who are classified as minority and/or are in the greatest social/economic need.

The Missouri SCSEP will continue to address redistribution of slots from over-served counties to underserved counties with sub-grantees as well as the national grantees to ensure compliance with the expected equitable distribution throughout Missouri.

The number of individuals who are eligible for participation in SCSEP due to their age and poverty status varies across regions of the state. Sub-grantees routinely evaluate and prioritize applicants who are determined eligible for enrollment to ensure they are serving those most in need.

Attachment E, Equitable Distribution Table, illustrates the distribution of state grantee service areas by county and shows slots filled and vacant at the time this plan was written.

*Goal: The state grantee will monitor sub-grantees enrollment of participants and performance to ensure all areas of the state are served equitably.*

## RURAL AND URBAN

According to official U.S. Census Bureau definitions, urban-rural classification is fundamentally a delineation of geographical areas, identifying both individual urban areas and the rural areas of the nation. The Census Bureau's urban areas represent densely developed territory, and encompass residential, commercial, and other non-residential urban land uses.

The 2010 Census defined an urban area as:

“a densely settled core of census tracts and/or census blocks that meet minimum population density requirements, along with adjacent territory containing non-residential urban land uses as well as territory with low population density included to link outlying densely settled territory with the densely settled core. To qualify as an urban area, the territory identified according to criteria had encompassed at least 2,500 people, at least 1,500 of which reside outside institutional group quarters. There are two types of urban areas identified by the Census Bureau:

- Urbanized Areas (UAs) of 50,000 or more people;
- Urban Clusters (UCs) of at least 2,500 and less than 50,000 people.”

A rural area was defined by the 2010 census as:

“encompasses all population, housing, and territory not included within an urban area.”

Missouri’s geographic distribution includes rural, urban, and suburban communities. According to the 2010 Census, the urban population covered 4,218,371 persons or 70.44 percent of the state, and the rural population encompassed 1,770,556 persons or 29.56 percent.<sup>v</sup> Attachment F-Listing by Counties- Rural/Urban, identifies the rural and urban populations in all Missouri counties. There are 30 counties with no urban population. The 2010 Census identified the following cities as urban areas of the State: Alton IL-MO, Columbia, MO, Fayetteville-Springdale-Rogers AR-MO, Kansas City, MO, St. Joseph, MO, St. Louis, MO, Jefferson City, MO, Lee’s Summit, MO, Springfield, MO, Joplin, MO, and Cape Girardeau, MO-IL.<sup>ld</sup>

Sub-grantees in rural areas must work even more closely with regional employers to determine their hiring needs and staffing patterns so the sub-grantees can optimize their chances of enrolling appropriate training sites that in turn can lead to unsubsidized employment for the participants. Sub-grantees have to spend more time assessing the perceptions potential employers have of older workers and educate employers about the value an older worker can bring to their business. Very clear expectations for both the employee and employer are essential to successful placements in any setting, but even more so within rural areas. Because training sites are limited, it is of utmost importance to clarify with the participants what type of training experience they want in their local areas.

More broadly speaking, working to ensure clear expectations for everyone involved allows for a smoother and more effective training opportunity and service delivery. To this end, sub-grantees also work with economic development offices in rural locations to stay informed of the local community opportunities, which help them to better assist participants to reach their goals.

*Goal: Missouri SCSEP will ensure sub-grantees offer SCSEP program services in accordance with the Equitable Distribution guidance provided by the DOL.*

### SPECIFIC POPULATION GROUPS

The Older Americans Act defines priority individuals as those based on the following criteria:

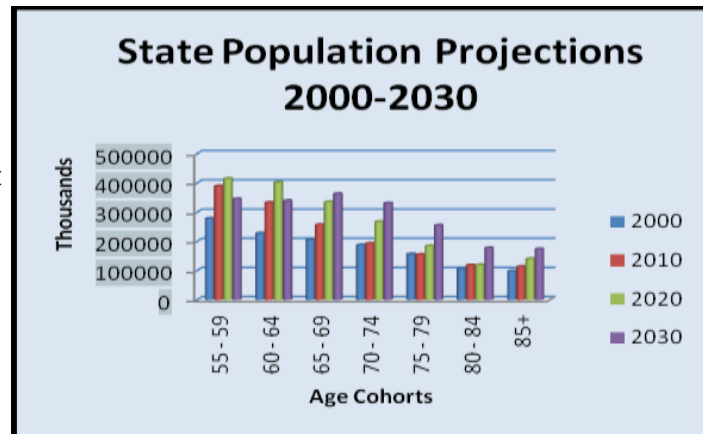
- 65 and older;
- Have a disability;
- Limited English proficiency or low literacy skills;
- Reside in rural areas;
- Veterans or their spouses who meet the requirements of the Jobs for Veterans Act, 38 U.S.C. sec. 4215 (a)(1);
- Low employment prospects;
- Failed to find employment after utilizing services provided under Title I of WIOA;
- Homeless or at risk of being homeless;
- Greatest economic need as defined in 20 CFR 641.140;
- Minority individuals; or
- Greatest social need as defined in 20 CFR 641.140.

### OLDER ADULTS

Missouri's population age 65 and older has increased faster than the overall state population as a whole. The proportion of Missouri population age 65 and older increased from 13.5 percent in 2000 to 14 percent in 2010. This age group expanded approximately 11 percent from 755,379 in 2000 to 840,000 in 2010.<sup>vi</sup> The proportion of population age 85 and older grew at an even faster pace of 15 percent over the past decade. This age group encompassed approximately 99,000 persons or 1.8 percent of the state's total population in 2000, but grew to nearly 114,000, or 1.9 percent of the total population, in 2010.<sup>ld</sup> Of the 115 counties in Missouri, 89 counties experienced an increase in the 65 and over

population. Twenty-six counties lost population from 2000-2010, as well as the City of St. Louis, which lost 26 percent of its senior population. For the 85 and over population, seventy-two counties experienced growth while forty-two experienced decline.<sup>ld</sup> According to the Administration for Community Living, Aging Integrated Database, the rural population in Missouri age 60 and older for 2013 was 401,850.<sup>vii</sup>

Persons age 55 and over in Missouri made up 26 percent of the population in 2010. This was an increase of 3.5 percent from 2000.<sup>viii</sup> Figure 4 illustrates the projected increase for this demographic from 2000 through 2030, which represents a 27 percent increase.<sup>ix</sup>



**Figure 4**

#### *PERSONS WITH DISABILITIES*

According to the 2013 American Community Survey, the total non-institutional population with a disability is 851,338 or 14.4 percent of Missouri's total population. Individuals with a disability age 18 to 64 accounts for 12.7 percent of the total population and those ages 65 and over account for 37.1 percent of the total population.<sup>x</sup> (Attachment G- Disability Characteristics)

#### *LIMITED ENGLISH PROFICIENCY*

Approximately 75 percent of Missouri counties have greater than 95 percent of the population speaking English as the primary language at home. Six Missouri counties Sullivan (14.0 percent), Pulaski (6.0 percent), McDonald (10.0 percent), Saline (7.0 percent), Barry (6.0 percent) and Pettis (6.0 percent) had over five percent of their population speaking a non-English primary language in the home.<sup>xi</sup>

The 2008-2012 American Community Survey 5-Year Estimates reports 20.5 percent of the United States population and 6.1 percent of Missouri's population speak English "Less Than Very Well".<sup>xii</sup> Twenty Missouri counties have a higher percentage of residents with limited English proficiency than the state. Sullivan County exceeds the United States percentage with 8.76 percent of residents speaking English "Less Than Very Well". Other

concentrations of Limited English Proficiency are in counties along the Interstate corridors and the large metropolitan areas.<sup>xiii</sup>

### *VETERANS*

Of the 4,555,615 total civilian population 18 years old and over in Missouri, an estimated 10.8 percent are veterans. The veterans in the demographic 55 to 64 years of age comprise 25.8 percent, 65 to 74 years of age make up 19.1 percent and over 75 years of age comprise 22.3 percent of the total veterans' population. (See Attachment H-Veteran's Characteristics)

### *HOMELESS*

In the 2013 Annual Homeless Assessment Report to Congress, the U.S. Department of Housing and Urban Development stated that the number of homeless in Missouri in 2013 was estimated to be 8,584, up from 6,959 in 2009.<sup>xiv</sup> The following charts illustrate the percent change from 2009 to 2010, as well as sheltered versus unsheltered homeless in the state. Missouri ranked third amongst states whose homeless population grew the most since 2007, following only New York and Massachusetts.<sup>ld</sup>

Changes in Estimates of the Homeless Population, 2009 - 2010			Homeless Population Estimates by State, January 2010		
	MO	US		MO	US
Total Homeless Population 2010	8,122	649,917	Total Sheltered Population	6,336	403,543
Total Homeless Population 2009	6,959	643,067	Total Unsheltered Population	1,786	246,374
Total Change 2009-2010	1,163	6,850	Total Homeless Population	8,122	649,917
Percent Change 2009-2010	16.71%	1.07%	State Population	5,988,927	314,900,669
			Homeless Rate	0.12%	0.21%

**Figure 5**



### DEMOGRAPHICS BY ETHNICITY

According to the 2013 Census estimates, Whites make up the largest percentage of Missouri's total population at 83.7 percent. The next largest population group in Missouri is Black/African American making up 11.70 percent of the population. Hispanic/Latino race is the third largest population (3.9 percent) followed by Asian (1.8 percent), American Indian/Alaska Native (0.50 percent), and Native Hawaiian/Other Pacific Islander (0.10 percent). Figure 6 illustrates the breakdown of races in Missouri.<sup>xv</sup> (Number in Missouri calculated by taking percent of population by race of the total population of Missouri, 6,044,171. Note that the percentage will not equal 100 percent as some fall into multiple categories.)

2013 Population Estimate by Race		
Race	# in MO	% of Mo Population
White Alone	5,058,971	83.70%
Black or African American Alone	707,168	11.70%
American Indian & Alaska Native Alone	30,220	0.50%
Asian Alone	108,795	1.80%
Native Hawaiian & Other Pacific Islander Alone	6,044	0.10%
Two or More Races	120,883	2.00%
Hispanic or Latino	235,722	3.90%

**Figure 6**



**Figure 7**

*The majority of the state's minority population resides in urban areas, as indicated by the map to the left.*

Missouri's population of Hispanic or Latino Origin grew by a striking 96.42 percent from 118,592 in 2000 to 232,947 in 2013. In contrast, Missouri's total population grew by 7.14 percent from slightly under 5.6 million in 2000 to over 6 million in 2013.

The Hispanic population more than doubled in thirty Missouri counties between 2000 and 2010. Jackson (population of 21,270) and St. Louis County (population of 10,447) each saw a net increase of over 10,000 people of Hispanic or Latino origin.

Missouri's largest minority category, Black or African American, experienced significant population increases during the 2000's. This population grew 12.83 percent from 629,391 in 2000 to 710,147 in 2013.<sup>id.</sup>

### SOCIAL/ECONOMIC NEED

The Older Americans Act defines "greatest economic need" as the need resulting from an income level at or below the poverty line. The term "poverty line" means the official poverty line defined by the Office of Management and Budget based on the most recent data available from the Bureau of the Census, as prescribed in section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902(2)).

The term "greatest social need" is defined by the OAA to mean the need caused by noneconomic factors, which include—

- (A) Physical and mental disabilities;
- (B) Language barriers; and
- (C) Cultural, social, or geographical isolation, including isolation caused by racial or ethnic status, that—
  - (i) restricts the ability of an individual to perform normal daily tasks; or
  - (ii) threatens the capacity of the individual to live independently.

The Missouri SCSEP project staff will ensure that sub-grantees are equitably serving eligible individuals with the greatest economic and social needs within their service areas.

According to the Social Security Administration, high proportions of non-married and minority persons aged 65 or older are poor or near poor. The variations in family income by sex, marital status, and race are reflected in the poverty rates for those subgroups of the aged. Non-married persons, blacks, and Hispanics have the highest poverty rates, ranging from 15.0 percent to 18.0 percent. An additional 8.9 percent to 10.5 percent of non-married

persons, blacks, and Hispanics have incomes between the poverty line and 125 percent of the poverty line (the near poor).<sup>xiii</sup>

An Administration for Community Living report on the profile of Older Americans stated that over 3.9 million elderly persons (9.1 percent) were below the poverty level in 2012. This poverty rate is statistically different from the poverty rate in 2011 (8.7 percent). Another 2.4 million or 5.5 percent of the elderly were classified as "near-poor" (income between the poverty level and 125 percent of this level).<sup>xvi</sup>

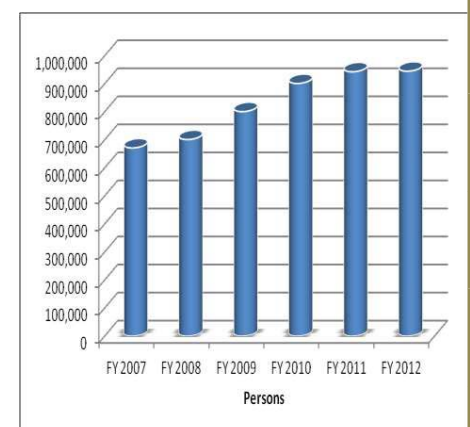
Poverty Rate by Age				
	MO #	MO %	US #	US %
Children 18 & Under	416,500	28%	21,132,300	27%
Adults 19-64	645,500	18%	35,809,700	19%
Elderly 64+	70,800	8%	5,556,000	13%
Total	1,132,800	19%	62,498,000	20%

Just over 2.3 million older Whites (not Hispanic) (6.8 percent) were poor in 2012, compared to 18.2 percent of elderly African-Americans, 12.3 percent of Asians, and 20.6 percent of elderly Hispanics. Higher than average poverty rates were found in 2012 for older persons who lived inside principal cities (12.5 percent) and in the South (10.2 percent).<sup>xvii</sup>

**Figure 8**

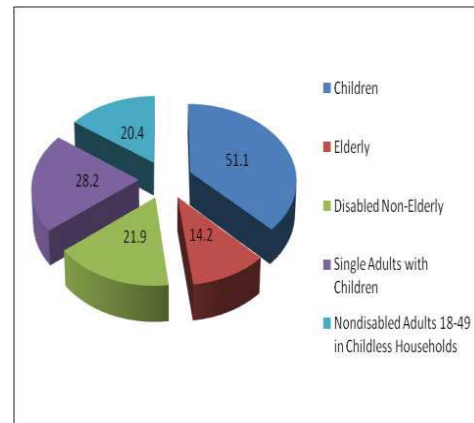
Older women had a higher poverty rate (11 percent) than older men (6.6 percent) in 2012. Older persons living alone were much more likely to be poor (16.8 percent) than were older persons living with families (5.4 percent). The highest poverty rates were experienced among older Hispanic women (41.6 percent) who lived alone and also by older Black women (33 percent) who lived alone.<sup>ld</sup>

Two safety net programs older Missourians routinely utilize are MO HealthNet, Missouri's Medicaid program, and the Supplemental Nutrition Assistance Program (SNAP). MO HealthNet provides medical care for persons who are aged, or permanently and totally disabled, or who are blind. SNAP provides financial assistance for food purchasing to low-income and no-income individuals and families living in Missouri. The average monthly benefit per person is \$128.04. The chart on the right shows the growth of the SNAP program for Missouri from 2007 through 2012.<sup>xx</sup>



**Figure 9**

Figure 10 shows the breakdown by household composition of Food Stamp utilization in Missouri for 2010 compared to all SNAP households.<sup>id.</sup>



**Figure 10**

Missouri's Area Agencies on Aging partner with the Division of Insurance, Financial Institutions and Professional Registration (DIFP) to help low-income seniors and persons with disabilities access two programs that can help pay for Medicare costs through the MIPPA (Medicare Improvements for Patients and Providers Act) grant from the Administration for Community Living, which is made available to SCSEP participants as well:

- The Medicare Part D Extra Help/Low-Income Subsidy (LIS/Extra Help), helps pay for the Part D premium and reduces the cost of prescriptions at the pharmacy, and
- The Medicare Saving Programs (MSPs), which help pay for Medicare Part B.

In addition, low-income seniors at least 60 years of age who meet income eligibility requirements can receive the Missouri Commodity Supplemental Food Program, administered by the DHSS. The program works to improve the health of participants by supplementing their diets with nutritious U.S. Department of Agriculture (USDA) commodity foods.

Low-income Missourians, including seniors, have access to the Low-income Home Energy Assistance Program (LIHEAP). LIHEAP has two components: Energy Assistance/Regular Heating (EA) and Energy Crisis Intervention Program (ECIP). EA is designed to provide financial assistance to pay heating bills for Missourians during the months of October, November, December, January, February, and March. Eligibility requirements for EA are based on income, household size, available resources and responsibility for payment of home heating costs. Eligibility for EA may also qualify individuals for additional financial

assistance through ECIP. ECIP helps pay fuel bills when energy is shut off or threatened to be shut off. The amount of funds received is based on the amount of money needed to settle with the energy provider.

### HOUSEHOLD COMPOSITION

The total number of households in Missouri for 2013 was 2,362,853. The number of households with persons age 60 and over totaled 860,576. Figure 11 shows the make-up of households for people age 60 and over in Missouri.<sup>xxi</sup>

Households By Presence of People 60 Years of Age and Over 2013 Census Data Estimates	
Missouri Total:	2,362,853
Households with one or more people 60 years and over:	860,576
Family households:	512,305
Married-couple family	419,891
Other family:	92,414
Male householder, no wife present	25,034
Female householder, no husband present	67,380
Nonfamily households	348,271
Households with no people 60 years and over:	1,502,277
Family households:	1,010,780
Married-couple family	714,092
Other family:	296,688
Male householder, no wife present	75,749
Female householder, no husband present	220,939
Nonfamily households	491,497

**Figure 11**



Figure 12 below depicts the characteristics of the participants served by SCSEP in Missouri.

D. PARTICIPANT CHARACTERISTICS		
Missouri (Final 1st Quarter 2015)		YTD %
Gender	Male	54
	Female	46
Age at Enrollment	55-59	31
	60-64	29
	65-69	23
	70-74	11
	75 & over	6
Ethnicity	Hispanic, Latino or Spanish origin	3
Race	American Indian or Alaska Native	3
	Asian	0
	Black or African American	43
	Native Hawaiian or Pacific Islander	0
	White	54
	Two or More Races	0
Education	8th grade & under	6
	9th grade – 11th grade	9
	High School diploma or equivalent	37
	1 – 3 years college	34
	Post-secondary certificate	3
	Associate's degree	3
	Bachelor's degree or equivalent	6
	Some graduate school	0
	Master's degree	3
	Doctoral degree	0
Additional Measures	Family income at or below the poverty level	83
	Individuals with disabilities	26
	Individuals with limited English proficiency	0
	Individuals with low literacy skills	6
	Individuals residing in rural areas	20
	Individuals with low employment prospects	89
	Individuals who failed to find employment after using WIA Title I	26
	Individuals age 75 and over at date of report	11
	Individuals who are homeless or at risk of homelessness	37
	Displaced homemakers	6
	Veterans (or eligible spouse of veteran)	23
	Post-9/11 era veterans	0
	Individuals receiving public assistance	71
	Individuals with severe disability	11
	Individuals who are frail	3
	Individuals old enough for but not receiving SS Title II	0
	Individuals with severely limited employment prospects in areas of persistent unemployment	6

**Figure 12**

*Goal: The state will ensure participation of the priority populations through marketing strategies to inform potential participants of the program, coordination and collaboration with agencies and organizations to provide appropriate training and host sites and identification of services needed to enable participants' success and placement into unsubsidized employment.*

## SECTION 5. SUPPORTING EMPLOYMENT OPPORTUNITIES FOR PARTICIPANTS

The Missouri Department of Economic Development (DED) administers a wide array of services and programs designed to enhance Missouri's economic growth and to create solid, high-paying jobs. These essential services focus on workers, businesses and communities. The Department is comprised of agencies that administer statutory requirements and department policy in the areas of community, economic and workforce development. Supporting DED to achieve its mission are a number of divisions, boards, commissions and councils. DED is the state agency which administers the federal Workforce Innovation and Opportunity Act (WIOA) and Wagner-Peyser funding for workforce activities.

The Division of Workforce Development (DWD) supports Missourians to achieve gainful employment and train for the next-generation, high-tech jobs of tomorrow's economy. DWD provides workforce services for businesses as well as job seekers. DWD strives to enhance Missouri's economy through a network of partner organizations which provide vital services to Missouri's job seekers and businesses. (See Attachment I- Department of Economic Development Workforce Partners) Within DWD is the statewide network of Missouri Job Centers that provide valuable workforce services to help people obtain quality, self-sustaining careers. The services are provided via a partnership of federal, state, and local employment and training organizations that are tailored to reflect the specific needs in each community. (See Attachment J- Map of Job Centers and Workforce Development Boards)

### Long-Term Predictions and Jobs for SCSEP Participants

Missouri's employment outlook has seen a shift from a goods producing to a service producing economy. Health Care, Information, Technology, Education and Professional & Technical services are the new leading industries replacing traditional ones such as Manufacturing. According to the Missouri Economic Research and Information Center, or MERIC, the research and analysis arm of DED, Missouri has begun to focus on new "Targeted Industry Clusters" in an attempt to develop and enhance economic growth. Advanced Manufacturing, Energy Solutions, Biosciences, Health Sciences and Services, Information Technology, Financial and Professional Services and Transportation and Logistics were chosen as a result of examining the state's strengths and advantages to capitalize on them. These new industries, however, will need a more skilled, educated, and adaptable workforce. Having a well-trained, educated workforce will be the key to sustaining and attracting new industries to the state. Therefore, the state will focus on

training and education which is directed by industry needs. A report by the Department of Elementary and Secondary Education lists current and future “Hot Jobs for Missouri” with the educational level needed for the jobs (See Attachment K). Attachments L and M show the top 30 long-term employment opportunities and top 25 green jobs.

Between 2008 and 2018, Missouri’s employment is projected to grow by 3.32 percent across all occupations and there is a projected 829,000 job openings due to growth or replacement. According to MERIC, by 2018, almost 50 percent of the new jobs created will require either short-term on the job training or a Bachelor’s Degree. During the projections period of 2012-2022 STEM occupations, requiring the completion of a Bachelor’s degree, are projected to increase by 10.4 percent, while those similarly qualified non STEM occupations are projected to grow by 9.1 percent. Those earning degrees in the fields of Technology and Engineering make up the top STEM growth occupations, and on average, the Top 10 STEM occupations for growth earn 27 percent more than the Top 10 non STEM occupations.

MERIC develops long-term employment projections based on industry trends and staffing patterns. Figure 13 below depicts the findings from the draft Workforce Innovation and Opportunity Act Missouri Combined State Plan ten industries predicted to have the most job openings from 2012 to 2022 based on both growth and replacement needs.

Industry	Employment		Change	
	2012	2022	2012-2022	
	Estimated	Projected	Numeric	Percent
Restaurants and Other Eating Places	186,111	202,334	16,223	8.72%
General Medical and Surgical Hospitals	148,063	162,627	14,564	9.84%
Employment Services	52,243	64,569	12,326	23.59%
Individual and Family Services	28,055	37,887	9,832	35.05%
Building Equipment Contractors	32,174	41,864	9,690	30.12%
Offices of Physicians	39,703	47,012	7,309	18.41%
Computer Systems Design and Related Services	30,174	36,953	6,779	22.47%
Elementary and Secondary Schools	150,296	156,895	6,599	4.39%
Nursing Care Facilities (Skilled Nursing Facilities)	45,791	52,360	6,569	14.35%
Home Health Care Services	18,954	24,440	5,486	28.94%

**Figure 13**

The draft Workforce Innovation and Opportunity Act Missouri Combined State Plan states, “The long-term statewide occupational projections show that the top job openings are in the Food and Retail Service Industries.” This outlook is positive for SCSEP participants who

are often looking for part-time work or entry level positions as they reenter the workforce after many years or for the first time.

The changing economy and the changing needs of employers created a need for re-employment and training programs to address the demand for highly trained individuals to meet the demands of Missouri's new economic environment. The draft Workforce Innovation and Opportunity Act Missouri Combined State Plan describes the new strategic framework for Missouri's Workforce System which includes two main strategies: 1) Integrated Services to Better Serve Customers and 2) Lean Processes and Streamline Service Delivery by Removing Bureaucratic Barriers and Waste.

#### *Skills Training to Attain Employment in Predicted Long-Term Industries*

Missouri Economic Research and Information Center (MERIC) researchers analyzed over 376,000 online job advertisements from November 2014 to October 2015, using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over that time period. The top five Missouri Real-Time Labor Demand baseline skills identified by this research are shown in the chart below.

Top Baseline Skills Needed	Rank
Communication Skills	1
Organization Skills	2
Writing	3
Customer Service	4
Problem Solving	5

**Figure 14**

The SCSEP project focuses on developing host agency sites that will assist the participant in the development of basic transferable skills to the current labor market. Sub-grantees will use labor market information such as the data outlined above, along with the participants' expressed preferences for skill development and job opportunities to help guide the development of host agency sites that offer training opportunities aligned with occupations identified as being in-demand in the local labor market area. Sub-grantees will also identify or create training programs on each of these baseline skills as needed to help participants obtain their employment goals. In addition, sub-grantees will collaborate with WDBs and Job Centers to assist participants to find unsubsidized employment.

*Missouri SCSEP Partnership with Workforce Development Boards and Job Centers*

The SCSEP is mandated by the OAA to partner with the Missouri Job Centers and local workforce development areas. This partnership ensures all population groups are offered a broad array of services from a comprehensive menu of employment and training options. This important linkage was further strengthened through the passage of the Workforce Innovation and Opportunity Act.

The Missouri Department of Health and Senior Services Director, through his designee Michael Brewer, participate on the Statewide Missouri Workforce Development Board. As Mr. Brewer is also the State SCSEP Coordinator, this allows direct communication between Missouri's SCSEP Program and the Statewide Workforce Development Board. In addition, Missouri's sub-grantees participate in regional Workforce Development Boards (WDBs) and are partners with the Job Centers, which ensures older workers' needs and issues are identified and addressed. The sub-grantees attend WDB meetings to share information and ensure all parties are updated regarding programs and services. These meetings also provide the opportunity to make referrals. Through this networking opportunity, participants and applicants receive updated information about the services offered by the local job centers.

Through Memorandums of Understanding (MOUs) (Attachment N) between the sub-grantees and WDBs, partners work collaboratively to ensure a continuum of integrated services. Services include mentoring and individual-based support and provide clients the opportunity to participate in skills-based training and/or retention programs.

The state's sub-grantees continually explore avenues to educate local communities regarding the program and the opportunities it provides to both individuals and businesses. They regularly participate in meetings in their regions with representatives from local businesses, providing valuable networking opportunities. Some sub-grantees maintain memberships in their local Chambers of Commerce. Through this networking opportunity, sub-grantees are able to make connections for adding to their already extensive host agency system.



## SECTION 6. INCREASING PARTICIPANT PLACEMENT IN UNSUBSIDIZED EMPLOYMENT AND EMPLOYER OUTREACH

The overall goal of the SCSEP is to place participants in unsubsidized employment for the purpose of sustained self-sufficiency. Missouri's sub-grantees work toward strengthening relationships with agencies and organizations that hire and train SCSEP participants. Sub-grantees collaborate with training and educational institutions to assist participants in résumé writing and interviewing skills. The sub-grantees identify what jobs are available in each area and provide the necessary training, including computer training, job readiness, appropriate workplace behavior, specialized software training, and soft skills training. Sub-grantees work with participants to overcome barriers that could prohibit their retention in unsubsidized employment through follow-up and the provision of support services. In order to ensure participants have all the services and resources needed to maintain high quality, unsubsidized employment, sub-grantees must:

- Continually engage and develop partnerships with employers;
- Identify established employment opportunities with career ladders;
- Place individuals in high growth industries and occupations as appropriate;
- Provide appropriate retention activities to participants such as timely follow-ups;
- Provide training consistent with the participant's IEPs;
- Ensure required employment expectations are being met; and
- Increase employer's awareness of the skills and abilities older workers bring to the workplace.

*Goal: Development of high-quality employment opportunities which provide SCSEP participants the opportunity to make living wages and become self-sufficient.*

*Goal: Sub-grantees will continue to identify training opportunities to compliment the community service assignments and provide extra skills training to help participants reach their goals.*

*Goal: The state will ensure the sub-grantees are meeting performance levels for unsubsidized employment through on-site monitoring, weekly SPARQ reviews, and required reports.*

## SECTION 7. COMMUNITY SERVICE

Community service is a key requirement of SCSEP under the Older Americans Act. Development of community service assignments is an on-going process, which entails awareness of local community needs, identifying agencies and organizations eligible to act as host agencies and capitalizing on training opportunities for enrollees. Sub-grantees identify and work through non-profit and for-profit agencies, local government offices, schools, and municipalities to provide SCSEP participants with employment and training opportunities.

The sub-grantees work within each of their communities to identify needs and barriers participants encounter and work with various agencies to assist participants in addressing unmet needs. Following is a listing of agencies and organizations that are a part of the Community Service network throughout the state. MERS/Goodwill also utilizes the databases such as Melissadata.com to find community organizations (<http://www.melissadata.com/lookups/np.asp>).

- The Breakthrough Coalition <http://www.breakthroughcoalition.org/Home.html>
- RSVP Advisory Board for Northeast Missouri (Marion County)
- Hannibal Chamber of Commerce (Marion County)
- Society of Human Resources Managers (Marion County)
- NEMO Workforce Investment Board (WIB)
- Council of Related Agencies (Marion County)
- Central Region Workforce Investment Board (WIB)
- Workforce Development Board of Western Missouri (WIB)
- Gentry/Worth County Networking – (area businesses and leaders meet)
- Atchison County Networking
- MERIL Networking (group of 21 agencies meeting regarding programs in the community)
- Northwest Missouri Workforce Investment Board (WIB)
- Workforce Investment Board of Southeast Missouri (WIB)
- Heartland Resources
- Northeast Missouri Office on Aging
- Northeast Community Action Agency
- Missouri Ozarks Community Action Agency
- Community Services of Northwest Missouri
- Northwest Missouri Office on Aging
- East Missouri Action Agency

- Southeast Missouri Office on Aging
- Care Connection for Aging Services District III AAA
- West Central Community Action Agency
- Chambers of Commerce
- Rotary Clubs

*Goal: Identify areas where SCSEP participants can develop marketable job skills while contributing to their communities through their community services training assignments.*

*Goal: Sub-grantees will develop a plan of action to recruit appropriate host agencies within their areas to address identified needs.*

## **SECTION 8. COORDINATION WITH OTHER PROGRAMS, INITIATIVES AND ENTITIES**

Missouri's sub-grantees have developed on-going working relationships with the Workforce Development Boards (WDBs) and Job Centers in the areas they serve. Staff attends WDB meetings in their regions and has Memorandums of Understanding (MOUs) with Job Centers throughout the state to ensure the needs of older workers are identified and addressed.

The sub-grantees utilize many of the state's ten Area Agencies on Aging (AAA) as host agencies, as well as having MOUs with them. SCSEP participants are referred to the AAAs for services including transportation, nutrition services, and health related programs.

Sub-grantees utilize different organizations and educational institutions for the provision of other community services and training opportunities such as computer training and assessing job readiness. In addition, sub-grantees coordinate with programs such as community and faith-based organizations that provide transportation and programs for those with disabilities or special needs.

The state has developed a number of initiatives to address the readiness of workers for current and future employment opportunities. SCSEP sub-grantees are aware of these initiatives and refer participants as appropriate.

Missouri has a web portal for information and on-line services provided by the Division of Workforce Development (DWD). The url is: [www.jobs.mo.gov](http://www.jobs.mo.gov).

Missouri has developed and implemented many different programs and strategies to help Missourians find and maintain employment. Below is a listing of initiatives and resources available to workers and employers to increase employment opportunities and prepare the state for future workforce challenges.

#### *Shared Work Program*

The Shared Work Program is an alternative to layoffs for employers faced with a reduction in available work. It allows an employer to divide the available work among a specified group of affected employees instead of a layoff.

#### *Missouri Rapid Response*

Missouri Rapid Response is a website that provides businesses and workers experiencing layoffs or closures assistance and services. There is no charge for these programs and services, either to the companies or workers who use them.

#### *Missouri IDEA Funds*

The Missouri IDEA (Innovation, Development, and Entrepreneurship Advancement) Funds promote the formation and growth of businesses that engage in the transfer of science and technology into job creation. The funds provide financing to eligible businesses through four programs that correspond to the four stages of growth for investment-grade high growth businesses: (1) Seed Capital Co-Investing Program; (2) Venture Capital Co-Investment Program; (3) Missouri TechLaunch; and (4) High-Tech Industrial Expansion Program. Funding decisions are made on a quarterly basis through a competitive application process.

#### *Strategic Initiative for Economic Growth*

Governor Nixon launched the 2010 Strategic Initiative for Economic Growth initiative to identify a clear path for growth in the Missouri economy. The initiative was coordinated by

the Missouri Department of Economic Development with the assistance of a professional facilitator experienced in economic development strategic planning.

#### *The Missouri Manufacturing Extension Partnership*

The Missouri Manufacturing Extension Partnership (MMEP), operated by Missouri Enterprise, is an organization comprised of experienced manufacturing and business management professionals, which delivers hands-on business and technical assistance directly to our state's small- and medium-size manufacturing companies. The organization's staff helps Missouri companies succeed by providing assistance in developing new products, finding new markets and new customers, increasing productivity, controlling costs and meeting global competition.

#### *Show-Me Heroes*

In January 2010, Governor Nixon launched the 'Show-Me Heroes' initiative to help Missouri's Veterans and members of the National Guard & Reserve reconnect with meaningful careers, and to showcase Missouri employers who have pledged to do so. In addition to the resources, tools, and links to aid in the job search, this website lists the names of every employer who has pledged their support to the Show-Me Heroes program. By clicking on the Missouri map below, members of Missouri's military community can see the employers in their region who have taken the pledge. In addition, using [jobs.mo.gov](http://jobs.mo.gov) will allow Veterans to post their résumé and employers to connect with Veterans looking for a job.

#### *Work Ready Program*

DWD has partnered with DOLIR to implement an innovative training program to provide occupational training to Unemployment Income (UI) Recipients, recent graduates, persons engaged in adult education and Veterans. The Work Ready Missouri program allows UI recipients to receive occupational training on-site with an employer for 24 hours per week, while still receiving their UI benefits and a small training allowance. The program will give participants the opportunity to learn new skills for their résumé, maintain a connection to the workforce and potentially lead to employment. .



### *Trade Act Program*

The Trade Act Program provides employment assistance for people who have lost their jobs due to foreign competition or because the employer relocated the job to another country. Trade Act benefits are intended to help individuals return to suitable employment. Benefits available for qualified individuals are: Training assistance, Job Search Allowances, Relocation Allowances, Trade Readjustment Allowances (income support while in training) and a Health Coverage Tax Credit.

### *Missouri Employment and Training Program*

Missouri Employment and Training Program is a Department of Social Services required training program for SNAP recipients, ages 16-60, to register for work and participate in an eight week individual job search activity.

*Goal: Sub-grantees will coordinate efforts with existing Missouri employment initiatives and resources to enhance training and employment opportunities for SCSEP participants.*

*Goal: (WIOA) – Sub-grantees will coordinate with WDBs and Job Centers to provide additional employment and training opportunities to SCSEP participants.*

*Goal: SCSEP will coordinate with private and public entities to increase opportunities for training and employment.*

*Goal: SCSEP will coordinate with local veteran representatives (at career centers), partners, and the community to promote the hiring of veterans we serve.*

## SECTION 9. AVOIDANCE OF DISRUPTIONS

Utilizing data from the U.S. Census Bureau, DOL allocates SCSEP-subsidized community service slots to each county using a formula based on the number of individuals ages 55 and older with incomes at or below 125 percent of the federal poverty level. When slots are adjusted due to increases or decreases in census data sub-grantees ensure participants are not adversely affected. Redistribution will be done through attrition, such as retirements, relocations, durational limits and unsubsidized job placement. In addition, the state will work with national grantees operating in Missouri to enact transfers between grants to accommodate a participant's preferences to continue training within an existing host agency.

*Goal: Ensure participants are not adversely affected by redistribution of allocated slots by working with other sub-grantees or national grantees to ensure there is no disruption of services.*

*Goal: DSDS and sub-grantees will strengthen involvement at the state and local levels through an annual planning meeting for equitable distribution of slots.*

## SECTION 10. IMPROVEMENT OF SCSEP SERVICES

SCSEP is the only federally funded employment resource available to specifically serve low-income older workers. Many low-income seniors are unlikely to find work without the support provided through SCSEP. As the older segment of the population expands disproportionately with the younger population, it is expected that services for the elderly will create a burden in many communities. DSDS and the sub-grantees will increase participation in Job Centers, Workforce Development Boards and agencies or programs providing employment and training services. Sub-grantees will develop MOUs with local Job Centers and regional WDBs. DSDS will ensure compliance of this recommendation through the formal monitoring process.

SCSEP is a vital component of workforce services for older workers, therefore, DSDS will continue to work closely with other workforce partners to ensure through outreach and education that the contributions of older workers are understood and appreciated. Sub-grantees will continue to collaborate with Workforce Development Boards and Job Centers to provide older workers with training targeted to high growth jobs.

DHSS and the sub-grantees will promote local and national events, such as: the Missouri Outstanding Older Workers, Older Americans Month and National Employ Older Workers Week in their respective regions.

*Goal: DSDS and sub-grantees will strengthen involvement at the state and local levels through:*

- *Development of MOUs with local WIBs and career centers;*
- *Promotion of local, state and national events promoting older workers; and*

## SECTION 11. Missouri SCSEP Operations

### Administrative

The Missouri SCSEP program utilizes a competitive bid process to contract with sub-grantees, who in turn administer the program in Missouri. The current sub-grantees for the state are MERS/Goodwill, Experience Works and Catholic Charities. The chart below indicates the current positions assigned to each sub-grantee by area. (See Figure 3 for a map of these counties identified by sub-grantee assignment.)

<b>Experience Works Area ABC</b>		<b>MERS/Goodwill Area D</b>	
Atchison County	2	St. Louis City	<b>31</b>
Boone	2	<b>Total Area D</b>	<b>31</b>
Cape Girardeau County	9		
Cole	2	<b>Catholic Charities Area E</b>	
Clark County	2	Cass County	5
Gasconade County	4	Clay County	9
Gentry County	1	Jackson County	31
Holt County	1	Ray County	2
Johnson County	3	<b>Total Area E</b>	<b>47</b>
Lafayette County	3		
Lewis County	1	<b>MERS/Goodwill Area F</b>	
Marion County	1	Franklin County	14
Nodaway County	2	Jefferson County	25
Perry County	2	St. Charles County	24
Scotland County	1	St. Louis County	31
St. Francois County	10	<b>Total Area F</b>	<b>94</b>
Ste. Genevieve County	2		
<b>Total Area ABC</b>	<b>48</b>		

**Figure 15**

DHSS staff in the Bureau of Senior Programs (BSP) is assigned to manage the SCSEP grant and contracts with sub-grantees. The BSP Bureau Chief is the Title V State Coordinator and also supervises the staff that supports the program. As coordinator, the Bureau Chief is responsible for the coordination and development of the Title V State Plan and the annual grant. The Bureau Chief is also responsible for writing and updating SCSEP policies and procedures, conducting meetings with sub-grantees and providing technical assistance while tracking performance. The Bureau Chief attends statewide meetings with various agencies and organizations that focus on employment and workforce development. The Bureau Chief works with staff to organize and promote the annual Outstanding Older Worker event that raises awareness and promotes involvement of Missouri businesses in the Missouri SCSEP.

The Aging Program Specialist II (APS) duties include reviewing the annual and durational limits and IEPs, completing data validation, providing technical assistance regarding SPARQ, assisting with the development of the SCSEP State Plan and updates as well as the annual grant, and notifying the Missouri SCSEP contractors of the availability of new supportive services that may be of interest to SCSEP participants.

The Financial Services Assistant Unit Chief provides fiscal support to ensure the budgeted funds for each sub-grantee contract are being expended appropriately and that audits submitted by the sub-grantees conform to applicable standards.

The Administrative Support staff is responsible for communicating with the sub-grantees regarding mailings and general communication. This person also coordinates all activities during the survey process, including ensuring the addresses for returned documents are updated and the documents are sent to the correct address. The Administrative Support staff ensures that completed grant and contract documents conform to applicable formats and standards and are executed through financial procurement.

The grant allocation for personnel is 60 percent of a full-time employee. The majority of this allocation is divided between the SCSEP State Coordinator and the Aging Program Specialist II assigned to the program from the Bureau of Senior Programs. A minimal amount is allocated to the Financial Services Assistant Unit Chief and Administrative Support Staff.

BSP staff provides information and training updates as necessary to sub-grantees during the scheduled annual sub-grantee meeting. These meetings are targeted at reviewing performance outcome measures; and ensuring the most appropriate services are provided to SCSEP participants to help them attain their employment goals.

Sub-grantee compliance with program and financial requirements are continually monitored by the State SCSEP staff. In addition to annual on-site data validation, the State Coordinator conducts an annual on-site monitoring of each sub-grantee. The on-site monitoring includes, but is not limited to: local office operations and procedures for eligibility, enrollment, orientation, as well as review of staff, participant and host agency files. Interviews with host agency supervisors and participants are also conducted during the on-site monitoring to ensure program satisfaction and compliance. In addition, the State SCSEP staff will complete a formal monitoring process which is detailed in the goal below.

*Goal: DSDS will ensure sub-grantee compliance with program requirements through a formal monitoring process which includes:*

- *At least one on-site visit with each sub-grantee annually to review records and interview participants and host agency supervisors;*
- *Annual Data Validation;*
- *Weekly monitoring of management reports through SPARQ;*
- *Weekly emails to sub-grantees regarding enrollments, errors in SPARQ that need correcting and missing information in SPARQ;*
- *Monthly reports from sub-grantees documenting program progress and barriers, information on waiting lists, successful recruitment of new host agencies and the number of unsubsidized employments each month;*
- *Quarterly narrative reports documenting outreach efforts along with updated information from monthly reports;*
- *Providing feedback to sub-grantees on performance as needed;*
- *Providing targeted technical assistance to sub-grantees as areas of concern are identified; and,*
- *Requiring sub-grantees to submit a plan of action/corrective action plan when program goals not met.*

### Recruitment

The Missouri SCSEP contractors engage in outreach to potential participants in historically underserved minority communities. In addition, the SCSEP State Director is housed within the Department of Health and Senior Services along with the Office of Minority Health, which improves communication regarding strategies to target outreach to traditionally underserved minorities, including seniors, with the goal of offering improved opportunities and well-being through equitable access to health programs and other services.

The Missouri SCSEP and sub-grantees will continue to update recruitment materials to appeal to the broadest possible audience of potentially eligible participants. Posters, flyers, brochures, newsletters, and news articles are distributed by the Missouri SCSEP and to the sub-grantees who in turn distribute them to venues that older individuals from racially and ethnically diverse populations visit. In addition, as specific populations are identified whose primary language is other than English, materials can be customized and presented in other languages. There has been a positive upward trend in the enrollment of minority participants over the past program year. Missouri intends to maintain this increase through continuing outreach efforts.

The types of strategies employed by each SCSEP sub-grantee to recruit participants from minority populations are largely dependent upon the geographic area. The majority of Missouri's minority population resides in urban areas, which often can be reached through community not-for-profits, career centers, and perhaps most successfully, by word of mouth from existing participants. The Missouri SCSEP and its sub-grantees maintain a strong working relationship with the Area Agencies on Aging and the Community Action Centers, along with other community based nonprofits, including organizations that specifically target services to immigrants and refugees. Each sub-grantee will continue to engage in outreach to potential minority participants through methods that have proven successful such as: participating at health and job fairs, senior expos, speaking at community events, networking with community and faith-based leaders, and participating in multi-cultural events. Additional outreach will be achieved by networking with social service agencies that reach historically underserved minorities.

Outreach materials including posters, flyers and brochures have been developed by the DHSS and have been distributed to the sub-grantees. The State Director shares the promotional material at Senior Day at the Missouri State Fair, the Institute on Minority

Aging Conference, and the Village of Many Colors event for seniors. In addition, outreach materials have also been distributed at job fairs, health fairs, churches, food pantries, social service agencies, the Missouri Show Me Summit on Aging and Health, and other events intended to reach seniors and professionals who work with potential host agencies and employers.

Catholic Charities has made targeted outreach efforts in the Hispanic and the Asian-American communities. They are working with Don Bosco Community Center and Jewish Family Services to reach Asian American immigrants and their families through community newsletters in the Old North East, City Market and Columbus Park region in Kansas City, MO. Catholic Charities is also working with the Guadalupe Center, a community center for persons who speak Spanish, and advertising through Dos Mundos, one of the local – bilingual (Spanish and English) language newspapers in the Kansas City metropolitan area. They have also placed information in news bulletins of worship centers that serve non-English speaking populations and ethnic minorities.

Experience Works reaches out to potentially eligible minority participants, persons with limited English language proficiency, persons who have a tribal affiliation or American Indian ancestry, as well as priority populations such as veterans or those who have the greatest economic need. To reach these populations, Experience Works Employment and Training Counselors, or ETCs, work with churches, migrant centers, minority businesses/organizations, publications serving minority communities, and senior health, job, and multi-cultural fairs. Experience Works also has a Diversity and Inclusion Committee and one of the local ETCs is assigned to this committee.

The main strategy for MERS Goodwill to successfully recruit minority participants is partnering with agencies that provide social services directly or indirectly to these potential participants. In most cases, these agencies are also potential community service host agencies for SCSEP. Often, because of their participation in SCSEP as host agencies, these agencies have a good understanding of the program to pass along to their clients/customers.



### Income Eligibility

Sub-grantees recertify participants annually to verify continued income eligibility. A face-to-face interview between the sub-grantee and the participant will be held within the same month of the participant's initial certification or anytime within the first 12 months of certification. The sub-grantee will notify the participant at least 30 days prior to the date recertification is to take place to conduct the annual recertification to verify income.

Income will be verified and documented and the copies of verification of income documentation and any subsequent information will become part of each participant's income file. The information recorded on the eligibility form will be authenticated by the applicant's dated original ink signature. The sub-grantee will record each recertification determination on the Client Eligibility Statement form.

### Orientation

A thorough and detailed orientation must be provided to each participant and to each host agency. The orientation shall be documented and filed in the participant or host agency file.

Once an individual has been selected for participation in the program, the sub-grantee completes a participant orientation which will include, at least, the following: 1) review the rights and responsibilities of a SCSEP participant, program goals and objectives, 2) how to complete various paperwork required, 3) political activities that are permitted and prohibited, 4) training opportunities, 5) available supportive services, 6) availability of free physical exam, 7) training wages and fringe benefits, 8) time sheet responsibilities, 9) the grievance procedure, 10) holiday and sick leave policy, 11) the assessment process, 12) the development and implementation of Individual Employment Plans (IEP), 13) health and safety issues related to each participant's assignment, 14) role of supervisors and host agencies, 15) maximum individual duration policy including what factors could constitute a potential waiver, 16) the termination policy and 17) a discussion of the host agency assignment. A document stating that each participant has the right to a "safe and drug free workplace" is included in the orientation materials.

The sub-grantee will visit host agencies within their area to meet with the individual(s) who will be responsible for the overall supervision of the participant. Host agencies will receive an overview and purpose of the program, including: their responsibility as a host agency, the responsibility of the participant that is assigned to their agency, grievance procedures to be followed, completion of paperwork, time sheet responsibilities, overview

of in-kind, political activities that are permissible, providing a safe and healthy work environment for the participant and other information relevant to the program.

### Durational Limits

Missouri's durational limit policy requires at least two or more of the qualifying factors for a waiver of the 48 month participation limit. The sub-grantee must terminate any participant who reaches the 48 month durational limit, unless a waiver is in place. NOTE: Participants are informed at enrollment that they are not automatically entitled to remain in the program for 48 months.

SCSEP participants are encouraged to complete their job readiness training and obtain unsubsidized employment within 27 months or less of enrollment in the program or as soon as they become job ready in order for the sub-grantee to meet the Average Project Durational Limit of 27 months. The Individual Employment Plan (IEP) will address individual goals and timelines for obtaining unsubsidized employment to help participants find unsubsidized employment that meets their goals as quickly as possible.

Participants are provided a copy of the SCSEP Individual Participant Durational Limit Policy during orientation and annually at recertification. The host agency will be provided a copy of the SCSEP Individual Participant Durational Limit Policy during orientation along with the host agency agreement. The sub-grantee will review the policies with the participant and the host agency supervisor, who will sign a form attesting that they received and read the policy. Approved breaks will not be counted toward the individual's durational limit.

The SCSEP sub-grantee will track individual participation and notify participants in writing when they are within 12 months of reaching their individual 48 month durational limit. To qualify for a waiver, at least two of the following factors must apply to the participant and be documented in the program year in which the 48 month limit is reached. The documentation of the two factors must be verified by sub-grantee staff and the waiver must be approved by the State SCSEP Coordinator. The waiver factors include:

- Severe disability
- Frail 75 years of age or older

- Low literacy skills
- Old enough for, but not receiving Social Security Title II
- Severely limited employment prospects in a county of persistent unemployment
- Limited English proficiency

SCSEP participants who have reached their 48 month durational limit and are not eligible to for a waiver will be terminated from the program with 30 days written notice. Any relevant documentation will be placed in the participants file. Participants who need assistance after their 48 months have concluded will be given resources to assist them after exiting the program.

### Assessments

Once an individual has been determined eligible to participate in the program, the sub-grantee will interview and complete the assessment with the participant. The assessment gathers information regarding the participant's work history, skills and interests, talents, physical capabilities, aptitudes, needs for supportive services, occupational preferences, training needs, potential for performing community service assignments, and potential for transition to unsubsidized employment. The assessment will be completed prior to the participant's host agency assignment and updated no less frequently than two times during a twelve-month period. Sub-grantees are responsible for the retention of all assessments in the participant's file. The assessment information gathered will be used to determine the most appropriate community service assignment for the participant.

The assessment is the basis for developing or amending the Individual Employment Plan (IEP). The IEP must be completed by the sub-grantee in partnership with the participant reflecting the information from the assessment. IEPs are a stepping-stone to an ultimate goal or destination with action steps to describe how each goal will be achieved and generally includes goals and appropriate sequences of services for that participant, based on the assessment. Sub-grantees will establish an initial goal of unsubsidized employment for all participants.

IEPs must be updated each time an assessment is completed. Participants may be reevaluated more frequently than the required 2 times a year (on average every 6 months).

Updating IEPs more frequently may increase the unsubsidized placements, which in turn, provides greater opportunity to channel participants through the program. Sub-grantees are responsible for the retention of all IEPs in the participant's file and a copy shall be provided to the participant's host agency supervisor.

Sub-grantees modify the IEP as necessary to reflect other approaches to self-sufficiency, if it becomes clear that unsubsidized employment is not feasible. For participants who will reach the individual durational limit or would not otherwise achieve unsubsidized employment, include a provision in the IEP to transition to other services.

An IEP developed through the Job Center will satisfy the requirement of a SCSEP assessment and IEP and vice versa. Sub-grantees and the Job Centers shall have an MOU indicating the arrangements.

#### Community Service Assignments

Once an assessment and an IEP are completed, a community service assignment will be developed that allows for rewarding work-based training, while efficiently utilizing the participant's skills and aptitudes. Participants will be matched to host agencies that provide appropriate training to increase the potential for unsubsidized employment. Community service agencies will benefit from work performed by participants, since the work-based training assignments are in addition to the agency's employees.

Host agencies will be public agencies or private non-profit organizations, exempt from taxation under the provision of section 501(c)(3) of the Internal Revenue Code of 1954, which provides a work-based training site and supervision for a participant. Potential host agencies ensure their eligibility to provide community service work-based training assignments by reviewing and signing the host agency agreement and by providing written verification of their tax exempt status, which is maintained by the sub-grantee in the host agency's files.

An authorized supervisor will be selected at each host agency and will be required to submit monthly supervisory reports to the sub-grantee throughout the year. Monthly reports shall include at a minimum, signed and dated time sheets and in-kind contribution

reports. Progress toward meeting and/or overcoming listed barriers and indications of participant training activities related to their IEP, may also be included on monthly reports.

The host agency supervisors shall complete annual performance evaluations on each participant under their direct supervision and submit to the sub-grantee. The sub-grantees shall visit each host agency quarterly to review and discuss all program areas, verify that participant(s) are being supervised properly and are performing duties according to their training position descriptions, as well as receiving adequate training. The sub-grantee will review the participant's IEP with the host agency, and if necessary, update as needed. Supervisors will be encouraged to give the participant honest and constructive feedback regarding their performance.

All sub-grantees shall pay the participants the highest of the local, state or federal minimum wage and provide the following fringe benefits: FICA, annual physical examinations and Workers' Compensation. All benefits required by federal law will be provided. Workers' compensation premiums will be paid by the sub-grantees, not the host agencies.

The sub-grantees shall give participants first consideration for work-based training assignments involving the operation of the program where possible. All sub-grantees have the opportunity to have at least one participant involved in the administration of the program at their level.

Participants will be offered an average of 20 hours of work each week in accordance with Title V of the Older Americans Act. If a sub-grantee that serves any region determines that they cannot sustain participants at 20 hours per week for budgetary considerations, the sub-grantee must determine what the average number of hours each week at which participants can be supported for the remainder of the program year. This must be submitted to the State SCSEP Program Coordinator and approved in advance in writing before notifying participants and host agencies of any change in participant hours. The sub-grantee effecting the change must give as much notice to the participants of any change in hours as is reasonable possible.

### Training

The sub-grantee shall provide or arrange for training specific to the participant's community service assignment that is realistic and consistent with the participant's IEP. Training hours are counted in the maximum hours offered per week per area by each sub-grantee. Therefore training and community service hours must be added together to determine the number of paid hours per week for each participant and should not equal more than the maximum allowed hours per week. Training will consist of lectures, seminars, individual instruction, and other activities to prepare the participants for unsubsidized employment. Community vocational/technical schools and community colleges may be utilized to provide computer and skills training. Job Centers and WDBs will be utilized to provide training opportunities for participants. The participant will be reimbursed at their regular hourly wage while attending training, as well as being reimbursed for mileage and/or bus fare. In order to be reimbursed for mileage or bus fare, the participant must complete a monthly expense form, as specified by the sub-grantee.

Sub-grantees are encouraged to obtain training through locally available resources, including host agencies, at no cost or reduced cost. They may pay reasonable costs for instructors, classroom rental, training supplies and materials, equipment, tuition, and other costs of training.

### Supportive Services

The sub-grantees shall procure and provide appropriate supportive services to assist participants in obtaining and retaining unsubsidized employment. Supportive services may include, but are not limited to: work shoes, badges, eye glasses and hand tools, nutrition and health counseling, Social Security and Medicare benefits, retirement laws, periodic group or individual meetings on topics of general interest concerning job seeking skills, interviewing techniques, consumer issues, health issues and appropriate work attire.

Sub-grantees shall obtain supportive services through local resources and at low-cost or no cost to the program prior to utilizing grant funds. The area agencies on aging and other various community service agencies can assist in the provision of services.

### Termination

If, at any time, a grantee or sub-grantee determines that a participant was incorrectly declared eligible as a result of false information knowingly given by that individual, the grantee or sub-grantee must give the participant immediate written notice explaining the reason(s) for termination and may terminate the participant 30 days after it has provided the participant with written notice.

If, during eligibility verification under 20 CFR [641.505](#), a grantee or sub-grantee finds a participant to be no longer eligible for enrollment, the grantee or sub-grantee must give the participant written notice explaining the reason(s) for termination and may terminate the participant 30 days after it has provided the participant with written notice (as per 20 CFR 641.280).

If, at any time, the grantee or sub-grantee determines that it incorrectly determined a participant to be eligible for the program through no fault of the participant, the grantee or sub-grantee must give the participant immediate written notice explaining the reason(s) for termination and may terminate the participant 30 days after it has provided the participant with written notice (as per 20 CFR 641.280).

The grantee or sub-grantee may terminate a participant for cause. Grantees must include their policies concerning for-cause terminations in the grant application and obtain the DOL's approval. The grantee or sub-grantee must give the participant written notice explaining the reason(s) for termination and may terminate the participant 30 days after it has provided the participant with written notice.

A grantee or sub-grantee may terminate a participant if the participant refuses to accept a reasonable number of job offers or referrals to unsubsidized employment consistent with the IEP and there are no extenuating circumstances that would hinder the participant from moving to unsubsidized employment. The grantee or sub-grantee must give the participant written notice explaining the reason(s) for termination and may terminate the participant 30 days after it has provided the participant with written notice.



When a grantee or sub-grantee makes an unfavorable determination of enrollment eligibility under this section, it should refer the individual to other potential sources of assistance, such as the WDB system.

Grantees and sub-grantees must provide each participant at the time of enrollment with a written copy of its policies for terminating a participant, and must verbally review those policies with each participant annually and during each recertification.

Any termination, as described in of this section, must be consistent with administrative guidelines issued by the Department of Labor and the termination notice must inform the participant of the grantee's grievance procedure, and the termination must be subject to the applicable grievance procedures described in 20 CFR [641.910](#).

Participants may not be terminated from the program solely on the basis of their age. MO SCSEP will not impose an upper age limit for participation in the SCSEP.

### *Complaints and Grievances*

The grievance procedure for each sub-grantee is used as a guide in resolving conflicts and providing an environment for the participants that is free of discrimination, harassment, and unfair treatment. Any participant that believes he or she is the victim of discrimination, harassment and unfair treatment shall follow these steps:

1. The participant shall contact the sub-grantee by phone or correspondence within 10 calendar days of the occurrence of the problem. The sub-grantee will then work with the participant to provide a solution or explanation with 10 additional calendar days. If more time is required to provide a response, the participant will be notified of this fact and the anticipated response date. The sub-grantee shall document the situation and file the documentation in the participant's file.
2. If the participant is unsatisfied with the sub-grantee's response or resolution to the problem, then he or she shall contact the state grantee. This contact shall be made in writing within 5 calendar days after the receipt of the sub-grantee's response. The state grantee or designated representative will contact the participant within 10

calendar days after receipt of the written grievance and provide the participant the opportunity to further discuss the problem. The state grantee may investigate the grievance before providing the participant with a response. The response will be mailed to the participant within 30 calendar days after the state grantee receives the grievance, unless additional time is required under the circumstances. The state grantee will document the situation and file the documentation in the appropriate location.

3. If the participant is unsatisfied with the state grantee's response or resolution, he or she may appeal in writing to the U.S. Department of Labor, Older Worker and Disability Unit.

U.S. Department of Labor/ETA  
Older Worker and Disability Unit  
200 Constitution Avenue, NW  
Washington, D.C. 20210

Participants with complaints alleging discrimination on the basis of race, color, religion, sex, national origin, disability or age will be notified of the appellant's right to appeal for investigation and possible resolution to:

Director of Civil Rights  
U.S. Department of Labor  
Room N-4123  
200 Constitution Avenue, NW  
Washington, D.C. 20210

### Maximizing Enrollment

The SCSEP State Grantee will ensure that sub-grantees comply with the equitable distribution (ED) and will ensure that positions are filled in the counties in which they are authorized to the extent practicable, notwithstanding variations resulting modified positions. The SCSEP State Grantee will work with the national grantees and sub-grantees to ensure that positions are maximized while managing over-enrollment to minimize the impact on participants and avoid program disruptions or reductions in hours.

### Performance

Missouri is currently exceeding 2 of the 6 performance goals, meeting at least 80 percent of 3 of the 6 performance goals, and is meeting more than 70 percent of the remaining goal. Missouri intends to meet 100% of the goals. The chart below shows Missouri's current performance for each of the 6 Core Performance Measures as well as the proposed goals for each program year covered under this plan.

Measure	PY 2015 Goals	PY 2015 Current YTD Rate	Proposed PY2016 Goals	Proposed PY2017 Goals	Proposed PY2018 Goals	Proposed PY2019 Goals	Proposed PY2020 Goals
Community Service	81.8%	82.3%	81.8%	82.0%	82.1%	82.34%	82.4%
Entered Employment	44.4%	52.9%	44.4%	44.0%	44.6%	45.2%	45.4%
Employment Retention	78.0%	76.9%	78.0%	76.0%	76.6%	77%	77%
Average Earnings	7177	6998	7177	7200	7240	7313	7320
Service Level	157.5%	115.3%	157.5%	157.5%	157.7%	157.8%	158.0%
Service to Most in Need	2.57	2.39	2.57	2.4	2.43	2.46	2.7

**Figure 16**

SCSEP State Coordinator and designated staff are working closely with sub-grantees to ensure all 6 Core Performance Goals are met by at least 80 percent. Sub-grantees will be provided targeted technical assistance to help them meet the Core Performance Goals for each program year.

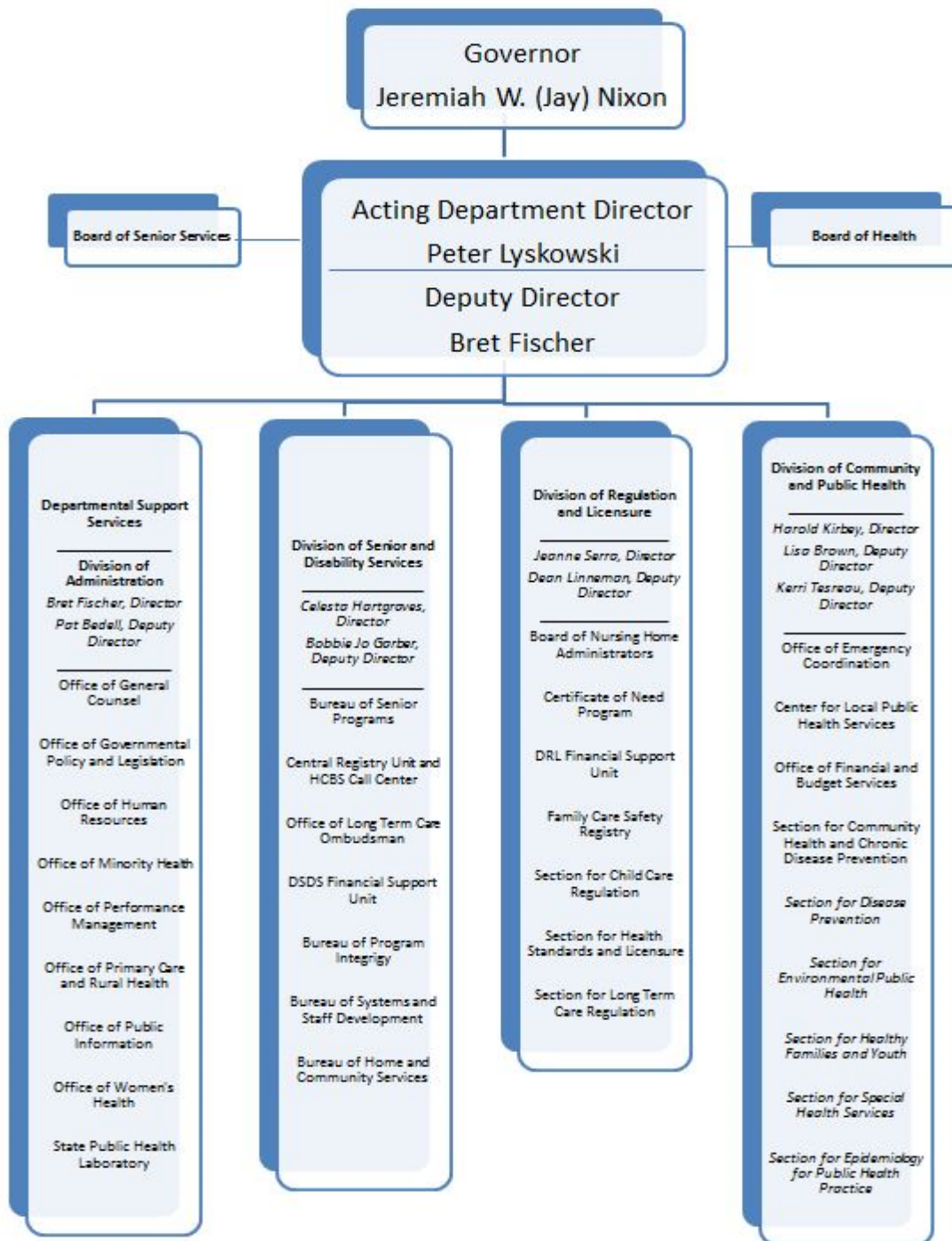
### Administrative Costs

Missouri SCSEP does not request an increase in administrative costs.

**SECTION 12. ATTACHMENTS**

- A. DHSS Organizational Chart
- B. Public Comments
- C. Population Maps
- D. Areas Served/Authorized Positions PY2016
- E. Equitable Distribution Table
- F. Listing by Counties-Rural/Urban
- G. Disability Characteristics
- H. Veterans Characteristics
- I. Department of Economic Development Workforce Partners
- J. Maps of Job Centers and Workforce Development Boards
- K. Hot Jobs for Missouri
- L. Top 30 Long-term Career Opportunities
- M. Top 30 Green Jobs
- N. Memorandums of Understanding
- O. Sub-grantee Contact Information
- P. State Project Coordinator Contact Information
- Q. References

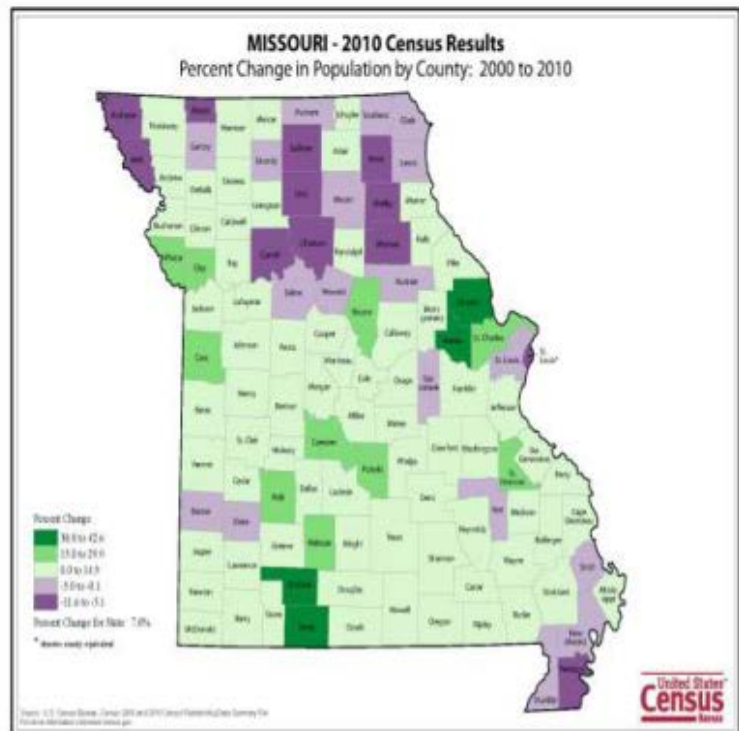
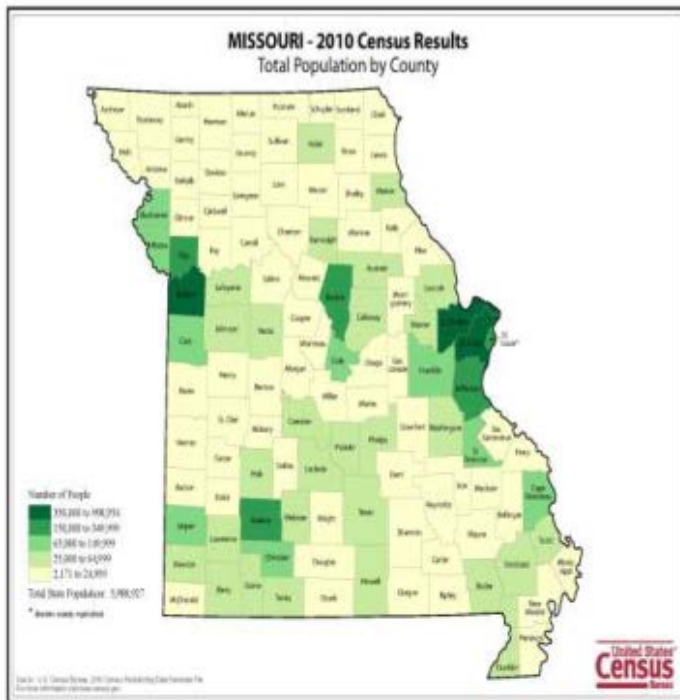
## Attachment A- DHSS Organizational Structure



## **Attachment B—Public Comment**

No public comments received.

## Attachment C – Population Maps





**Attachment D—Areas Served/ Positions Authorized PY2016**

<b>Experience Works Area ABC</b>		<b>MERS/Goodwill Area D</b>	
Atchison County	1	St. Louis City	28
Boone	3	<b>Total Area D</b>	<b>28</b>
Cape Girardeau County	8		
Cole	2	<b>Catholic Charities Area E</b>	
Clark County	2	Cass County	6
Gasconade County	3	Clay County	8
Gentry County	1	Jackson County	30
Holt County	1	Ray County	2
Johnson County	3	<b>Total Area E</b>	<b>46</b>
Lafayette County	3		
Lewis County	1	<b>MERS/Goodwill Area F</b>	
Marion County	1	Franklin County	15
Nodaway County	2	Jefferson County	26
Perry County	2	St. Charles County	29
Scotland County	1	St. Louis County	30
St. Francois County	9	<b>Total Area F</b>	<b>100</b>
Ste. Genevieve County	3		
<b>Total Area ABC</b>	<b>46</b>		

## Attachment E—Equitable Distribution (2013—2016)

PY 2013			PY 2014			PY2015			PY2016		
County	State Grantee	National Grantees	County	State Grantee	National Grantees	County	State Grantee	National Grantees	County	State Grantee	National Grantees
Adair	0	5	Adair	0	5	Adair	0	5	Adair	0	5
Andrew	0	4	Andrew	0	4	Andrew	0	4	Andrew	0	3
Atchison	2	0	Atchison	2	0	Atchison	2	0	Atchison	1	0
Audrain	0	6	Audrain	0	6	Audrain	0	6	Audrain	0	5
Barry	0	8	Barry	0	8	Barry	0	8	Barry	0	9
Barton	0	4	Barton	0	4	Barton	0	4	Barton	0	3
Bates	0	5	Bates	0	5	Bates	0	5	Bates	0	5
Benton	0	9	Benton	0	9	Benton	0	9	Benton	0	8
Bollinger	0	4	Bollinger	0	4	Bollinger	0	4	Bollinger	0	4
Boone	2	10	Boone	2	10	Boone	2	10	Boone	3	13
Buchanan	0	15	Buchanan	0	16	Buchanan	0	16	Buchanan	0	17
Butler	0	12	Butler	0	13	Butler	0	13	Butler	0	14
Caldwell	0	2	Caldwell	0	2	Caldwell	0	2	Caldwell	0	2
Callaway	0	5	Callaway	0	5	Callaway	0	5	Callaway	0	8
Camden	0	8	Camden	0	8	Camden	0	8	Camden	0	11
Cape Girardeau	9	2	Cape Girardeau	9	2	Cape Girardeau	9	2	Cape Girardeau	8	4
Carroll	0	3	Carroll	0	3	Carroll	0	3	Carroll	0	3
Carter	0	3	Carter	0	3	Carter	0	3	Carter	0	2
Cass	5	5	Cass	5	5	Cass	5	5	Cass	6	5
Cedar	0	5	Cedar	0	5	Cedar	0	5	Cedar	0	6
Chariton	0	3	Chariton	0	3	Chariton	0	3	Chariton	0	2
Christian	0	10	Christian	0	10	Christian	0	10	Christian	0	9
Clark	2	0	Clark	2	0	Clark	2	0	Clark	2	0
Clay	9	11	Clay	9	11	Clay	9	11	Clay	8	12
Clinton	0	3	Clinton	0	3	Clinton	0	3	Clinton	0	2
Cole	2	8	Cole	2	8	Cole	2	8	Cole	2	8
Cooper	0	4	Cooper	0	4	Cooper	0	4	Cooper	0	3
Crawford	0	5	Crawford	0	5	Crawford	0	5	Crawford	0	7
Dade	0	3	Dade	0	3	Dade	0	3	Dade	0	2
Dallas	0	5	Dallas	0	5	Dallas	0	5	Dallas	0	5
Davies	0	2	Davies	0	2	Davies	0	2	Davies	0	2
DeKalb	0	3	DeKalb	0	3	DeKalb	0	3	DeKalb	0	2
Dent	0	5	Dent	0	5	Dent	0	5	Dent	0	5
Douglas	0	6	Douglas	0	6	Douglas	0	6	Douglas	0	5
Dunklin	0	10	Dunklin	0	10	Dunklin	0	10	Dunklin	0	11
Franklin	14	0	Franklin	14	0	Franklin	14	0	Franklin	15	0
Gasconade	4	1	Gasconade	4	1	Gasconade	4	1	Gasconade	3	1
Gentry	1	2	Gentry	1	2	Gentry	1	2	Gentry	1	1
Greene	0	37	Greene	0	39	Greene	0	39	Greene	0	47
Grundy	0	4	Grundy	0	4	Grundy	0	4	Grundy	0	2
Harrison	0	4	Harrison	0	4	Harrison	0	4	Harrison	0	3
Henry	0	7	Henry	0	7	Henry	0	7	Henry	0	5
Hickory	0	6	Hickory	0	6	Hickory	0	6	Hickory	0	5

# Attachment E—Equitable Distribution (2013—2016)

PY 2013			PY 2014			PY2015			PY 2016		
County	State Grantee	National Grantees	County	State Grantee	National Grantees	County	State Grantee	National Grantees	County	State Grantee	National Grantees
Holt	1	0	Holt	1	0	Holt	1	0	Holt	1	0
Howard	0	2	Howard	0	2	Howard	0	2	Howard	0	3
Howell	0	12	Howell	0	13	Howell	0	13	Howell	0	14
Iron	0	4	Iron	0	4	Iron	0	4	Iron	0	3
Jackson	30	71	Jackson	31	72	Jackson	31	72	Jackson	30	84
Jasper	0	19	Jasper	0	20	Jasper	0	20	Jasper	0	23
Jefferson	24	0	Jefferson	25	0	Jefferson	25	0	Jefferson	26	0
Johnson	3	3	Johnson	3	3	Johnson	3	3	Johnson	3	2
Knox	0	1	Knox	0	1	Knox	0	1	Knox	0	1
Laclede	0	8	Laclede	0	8	Laclede	0	8	Laclede	0	9
Lafayette	3	3	Lafayette	3	3	Lafayette	3	3	Lafayette	3	2
Lawrence	0	10	Lawrence	0	10	Lawrence	0	10	Lawrence	0	9
Lewis	1	1	Lewis	1	1	Lewis	1	1	Lewis	1	1
Lincoln	0	5	Lincoln	0	5	Lincoln	0	5	Lincoln	0	6
Linn	0	5	Linn	0	5	Linn	0	5	Linn	0	4
Livingston	0	5	Livingston	0	5	Livingston	0	5	Livingston	0	3
McDonald	0	6	McDonald	0	6	McDonald	0	6	McDonald	0	6
Macon	0	5	Macon	0	5	Macon	0	5	Macon	0	4
Madison	0	4	Madison	0	4	Madison	0	4	Madison	0	4
Maries	0	2	Maries	0	2	Maries	0	2	Maries	0	2
Marion	1	5	Marion	1	5	Marion	1	5	Marion	1	5
Mercer	0	1	Mercer	0	1	Mercer	0	1	Mercer	0	1
Miller	0	9	Miller	0	9	Miller	0	9	Miller	0	6
Mississippi	0	5	Mississippi	0	5	Mississippi	0	5	Mississippi	0	5
Moniteau	0	3	Moniteau	0	3	Moniteau	0	3	Moniteau	0	3
Monroe	0	2	Monroe	0	2	Monroe	0	2	Monroe	0	2
Montgomery	0	3	Montgomery	0	3	Montgomery	0	3	Montgomery	0	3
Morgan	0	7	Morgan	0	7	Morgan	0	7	Morgan	0	7
New Madrid	0	7	New Madrid	0	7	New Madrid	0	7	New Madrid	0	5
Newton	0	10	Newton	0	10	Newton	0	10	Newton	0	13
Nodaway	2	2	Nodaway	2	2	Nodaway	2	2	Nodaway	2	2
Oregon	0	6	Oregon	0	6	Oregon	0	6	Oregon	0	5
Osage	0	3	Osage	0	3	Osage	0	3	Osage	0	2
Ozark	0	4	Ozark	0	4	Ozark	0	4	Ozark	0	4
Pemiscot	0	7	Pemiscot	0	7	Pemiscot	0	7	Pemiscot	0	6
Perry	2	2	Perry	2	2	Perry	2	2	Perry	2	1
Pettis	0	10	Pettis	0	10	Pettis	0	10	Pettis	0	10
Phelps	0	8	Phelps	0	8	Phelps	0	8	Phelps	0	8
Pike	0	4	Pike	0	4	Pike	0	4	Pike	0	4
Platte	0	8	Platte	0	8	Platte	0	8	Platte	0	6
Polk	0	10	Polk	0	10	Polk	0	10	Polk	0	8
Pulaski	0	7	Pulaski	0	7	Pulaski	0	7	Pulaski	0	5
Putnam	0	2	Putnam	0	2	Putnam	0	2	Putnam	0	2
Ralls	0	2	Ralls	0	2	Ralls	0	2	Ralls	0	2

## Attachment E—Equitable Distribution (2013—2016)

PY 2013			PY 2014			PY2015			PY 2016		
County	State Grantee	National Grantees	County	State Grantee	National Grantees	County	State Grantee	National Grantees	County	State Grantee	National Grantees
Randolph	0	6	Randolph	0	6	Randolph	0	6	Randolph	0	6
Ray	2	2	Ray	2	2	Ray	2	2	Ray	2	1
Reynolds	0	2	Reynolds	0	2	Reynolds	0	2	Reynolds	0	3
Ripley	0	5	Ripley	0	5	Ripley	0	5	Ripley	0	5
St. Charles	24	0	St. Charles	24	0	St. Charles	24	0	St. Charles	29	0
St. Clair	0	5	St. Clair	0	5	St. Clair	0	5	St. Clair	0	4
Ste. Genevieve	2	1	Ste. Genevieve	2	1	Ste. Genevieve	2	1	Ste. Genevieve	3	1
St. Francois	10	4	St. Francois	10	4	St. Francois	10	4	St. Francois	9	5
St. Louis	30	84	St. Louis	31	86	St. Louis	31	86	St. Louis	30	93
Saline	0	6	Saline	0	6	Saline	0	6	Saline	0	5
Schuyler	0	2	Schuyler	0	2	Schuyler	0	2	Schuyler	0	1
Scotland	1	1	Scotland	1	1	Scotland	1	1	Scotland	1	0
Scott	0	11	Scott	0	12	Scott	0	12	Scott	0	10
Shannon	0	3	Shannon	0	3	Shannon	0	3	Shannon	0	3
Shelby	0	2	Shelby	0	2	Shelby	0	2	Shelby	0	2
Stoddard	0	10	Stoddard	0	11	Stoddard	0	11	Stoddard	0	8
Stone	0	7	Stone	0	7	Stone	0	7	Stone	0	10
Sullivan	0	3	Sullivan	0	3	Sullivan	0	3	Sullivan	0	2
Taney	0	11	Taney	0	12	Taney	0	12	Taney	0	13
Texas	0	10	Texas	0	11	Texas	0	11	Texas	0	8
Vernon	0	6	Vernon	0	6	Vernon	0	6	Vernon	0	5
Warren	0	5	Warren	0	5	Warren	0	5	Warren	0	4
Washington	0	8	Washington	0	8	Washington	0	8	Washington	0	6
Wayne	0	7	Wayne	0	7	Wayne	0	7	Wayne	0	5
Webster	0	8	Webster	0	8	Webster	0	8	Webster	0	8
Worth	0	0	Worth	0	0	Worth	0	0	Worth	0	1
Wright	0	8	Wright	0	8	Wright	0	8	Wright	0	7
St. Louis City	30	59	St. Louis City	31	60	St. Louis City	31	60	St. Louis City	28	60
Total	216	823	Total	220	837	Total	220	837	Total	220	837



## Attachment F– Listing of Counties by Rural and Urban Populations

County Name	Total Population	Urban	Rural	County Name	Total Population	Urban	Rural	County Name	Total Population	Urban	Rural
Adair	25607	15914	9693	Dallas	16777	3031	13746	Maries	9176	0	9176
Andrew	17291	6695	10596	Davies	8433	0	8433	Marion	28781	21653	7128
Archison	5685	0	5685	DeKalb	12892	4847	8045	Mercer	3785	0	3785
Audrain	25529	15012	10517	Deer	15657	4921	10736	Miller	24748	5004	19744
Barry	35597	9517	26080	Douglas	13684	2857	10827	Mississippi	14358	9663	4695
Barton	12402	4470	7932	Dunklin	31953	15831	16122	Moniteau	15607	7382	8225
Bates	17049	3875	13174	Franklin	101492	45064	56428	Monroe	8840	0	8840
Benton	19056	2565	16491	Gasconade	15222	2912	12310	Montgomery	12236	2629	9607
Bollinger	12363	0	12363	Geny	6738	0	6738	Morgan	20565	0	20565
Boone	162642	132088	30554	Greene	275174	236656	38518	New Madrid	18956	8177	10779
Buchanan	89201	77273	11928	Grundy	10261	5596	4665	Newton	58114	20667	37447
Butler	42794	20463	22331	Harrison	8957	2652	6305	Nodaway	23370	13220	10150
Caldwell	9424	0	9424	Henry	22272	11237	11035	Oregon	10881	2118	8763
Callaway	44332	16834	27498	Hickory	9627	0	9627	Lawrence	38634	15961	22673
Camden	44002	11340	32662	Holt	4912	0	4912	Lewis	10211	0	10211
Cape Girardeau	75674	52591	23083	Howard	10144	3646	6498	Lincoln	52566	13231	39335
Carroll	9295	3296	5999	Howell	40400	11242	29158	Linn	12761	4281	8480
Carter	6265	0	6265	Iron	10630	2673	7957	Osage	13878	0	13878
Cass	99478	67245	32233	Jackson	674158	648291	25867	Ozark	9733	0	9723
Cedar	13982	3454	10528	Jasper	117404	89589	27815	Pemiscot	18296	9282	9014
Chariton	7831	0	7831	Jefferson	218733	152684	66049	Perry	18971	8419	10552
Christian	77422	42740	34682	Johnson	52595	26064	26531	Pettis	42201	26258	15943
Clark	7139	0	7139	Knox	4131	0	4131	Phelps	45156	24283	20873
Clay	221939	200154	21785	Laclede	35571	14046	21525	Pike	18516	8447	10069
Clinton	20743	4935	15808	Lafayette	33381	14371	19010	Platte	89322	75202	14120
Cole	75990	53896	22094	Livingston	15195	9633	5562	Polk	31137	9693	21444
Cooper	17601	8237	9364	McDonald	23083	2	23081	Pulaski	52274	29257	23017
Crawford	24696	6592	18104	Macon	15566	5014	10552	Putnam	4979	0	4979
Dade	7883	0	7883	Madison	12226	4217	8009	Ralls	10167	396	9771
Danforth	25414	13933	11481	Schuyler	4431	0	4431	Vernon	21159	8832	12327
Ray	23494	5822	17672	Scotland	4843	0	4843	Warren	32513	12017	20496
Reynolds	6696	0	6696	Scott	39191	22906	16285	Washington	25195	4919	20276
Ripley	14100	0	14100	Shannon	8441	0	8441	Wayne	13521	0	13521
St. Charles	360485	339467	21018	Shelby	6373	0	6373	Webster	36202	9438	26764
St. Clair	9805	0	9805	Stoddard	29968	9053	20915	Worth	2171	0	2171
St. Genevieve	18145	4329	13816	Stone	32202	3643	28559	Wright	18815	4398	14417
St. Francois	65359	39370	25989	Sullivan	6714	0	6714	St. Louis City	319294	319293	1
St. Louis County	99854	987586	11368	Taney	51675	29010	22665	Vernon	21159	8832	12327
Saline	23370	12665	10705	Texas	26008	205	25803				

## Attachment G—Disability Characteristics

Subject	Missouri		
	Total	With a disability	Percent with a disability
	Estimate	Estimate	Estimate
Total civilian noninstitutionalized population	5,930,677	851,338	14.4%
Population under 5 years	374,233	2,702	0.7%
With a hearing difficulty	(X)	1,630	0.4%
With a vision difficulty	(X)	1,477	0.4%
Population 5 to 17 years	1,020,355	60,36	5.9%
With a hearing difficulty	(X)	7,277	0.7%
With a vision difficulty	(X)	8,637	0.8%
With a cognitive difficulty	(X)	47,97	4.7%
With an ambulatory difficulty	(X)	7,866	0.8%
With a self-care difficulty	(X)	10,33	1.0%
Population 18 to 64 years	3,666,019	465,9	12.7%
With a hearing difficulty	(X)	98,35	2.7%
With a vision difficulty	(X)	79,14	2.2%
With a cognitive difficulty	(X)	204,2	5.6%
With an ambulatory difficulty	(X)	242,9	6.6%
With a self-care difficulty	(X)	75,18	2.1%
With an independent living difficulty	(X)	159,5	4.4%
Population 65 years and over	870,070	322,3	37.1%
With a hearing difficulty	(X)	140,3	16.1%
With a vision difficulty	(X)	57,33	6.6%
With a cognitive difficulty	(X)	77,58	8.9%
With an ambulatory difficulty	(X)	206,9	23.8%
With a self-care difficulty	(X)	69,84	8.0%
With an independent living difficulty	(X)	128,4	14.8%
SEX			
Male	2,885,793	419,7	14.5%
Female	3,044,884	431,5	14.2%

## Attachment H- Veterans Characteristics

2013 American Community Survey 1- Year Estimate for 2013	Missouri		
	Total	Veterans	Nonveterans
	Estimate	Estimate	Estimate
Civilian population 18 years and over	4,625,160	436,545	4,188,615
PERIOD OF SERVICE			
Gulf War (9/2001 or later) veterans	(X)	11.7%	(X)
Gulf War (8/1990 to 8/2001) veterans	(X)	16.8%	(X)
Vietnam era veterans	(X)	36.7%	(X)
Korean War veterans	(X)	10.9%	(X)
World War II veterans	(X)	6.4%	(X)
SEX			
Male	48.2%	93.3%	43.5%
Female	51.8%	6.7%	56.5%
AGE			
18 to 34 years	29.8%	7.1%	32.2%
35 to 54 years	33.7%	23.9%	34.7%
55 to 64 years	16.8%	22.6%	16.2%
65 to 74 years	11.0%	23.7%	9.7%
75 years and over	8.7%	22.7%	7.2%
RACE AND HISPANIC OR LATINO ORIGIN			
One race	N	N	N
White	84.4%	88.7%	84.0%
Black or African American	10.9%	8.8%	11.1%
American Indian and Alaska Native	0.4%	0.5%	0.4%
Asian	1.7%	0.3%	1.9%
Native Hawaiian and Other Pacific Islander	N	N	N
Some other race	0.9%	0.4%	0.9%
Two or more races	1.6%	1.2%	1.6%
Hispanic or Latino (of any race)	3.1%	1.6%	3.2%
White alone, not Hispanic or Latino	82.5%	87.6%	81.9%
MEDIAN INCOME IN THE PAST 12 MONTHS (ADJUSTED DOLLARS)			
Civilian population 18 years and over with income	25,401	31,971	24,532
Male	(X)	32,262	30,981
Female	(X)	27,684	20,449
EDUCATIONAL ATTAINMENT			
Civilian population 25 years and over	4,038,500	431,527	3,606,973
Less than high school graduate	11.3%	8.9%	11.6%
High school graduate (includes equivalency)	31.6%	33.4%	31.3%
Some college or associate's degree	30.2%	34.6%	29.7%
Bachelor's degree or higher	26.9%	23.1%	27.4%
EMPLOYMENT STATUS			
Civilian population 18 to 64 years	3,716,802	234,055	3,482,747
Labor force participation rate	76.2%	71.5%	76.5%
Civilian labor force 18 to 64 years	2,831,700	167,403	2,664,297
Unemployment rate	7.4%	6.6%	7.5%
POVERTY STATUS IN THE PAST 12 MONTHS			
Civilian population 18+ years for whom poverty status is determined	4,483,696	428,194	4,055,502
Below poverty in the past 12 months	14.0%	9.2%	14.5%
DISABILITY STATUS			
Civilian population 18+ years for whom poverty status is determined	4,483,696	428,194	4,055,502
With any disability	17.5%	31.3%	16.1%
PERCENT IMPUTED			
Veteran status for the population 18 years and over	6.5%	(X)	(X)
Period of service for the civilian veteran population 18 years and over	9.2%	(X)	(X)



## **Attachment I– Department of Economic Development Workforce Partners**

Missouri State Workforce Development Board (MoWDB)

Local Workforce Development Boards (LWDBs)

Local economic development organizations

Multitudes of local workforce partners providing a variety of services, including not-for-profits, faith-based, etc.

Community college districts and other local educational agencies across the state

Federal (USDOL) and State agencies including those listed below, to name a few:

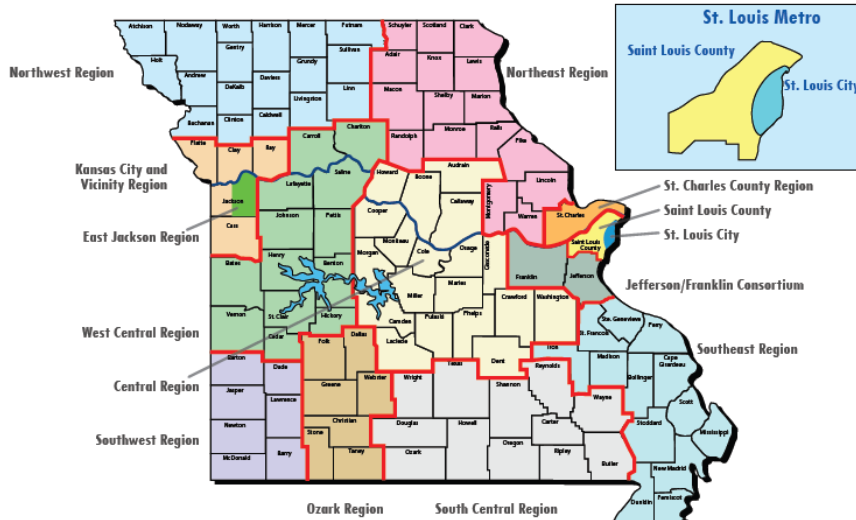
- Missouri Department of Labor
- Missouri Department of Social Services
- Missouri Department of Elementary and Secondary Education; Office of Adult Learning and Rehabilitation Services
- Missouri Department of Higher Education– Science, Technology, Engineering and Mathematics
- Missouri Chamber of Commerce
- Missouri Community College Association
- Missouri Economic Research and Information Center
- Training and Employment Administrators of Missouri
- United States Department of Labor, Employment and Training Association

## Attachment J— Maps of Job Centers and Workforce Development Boards



### Missouri Workforce Development Regions

Missouri Division of Workforce Development



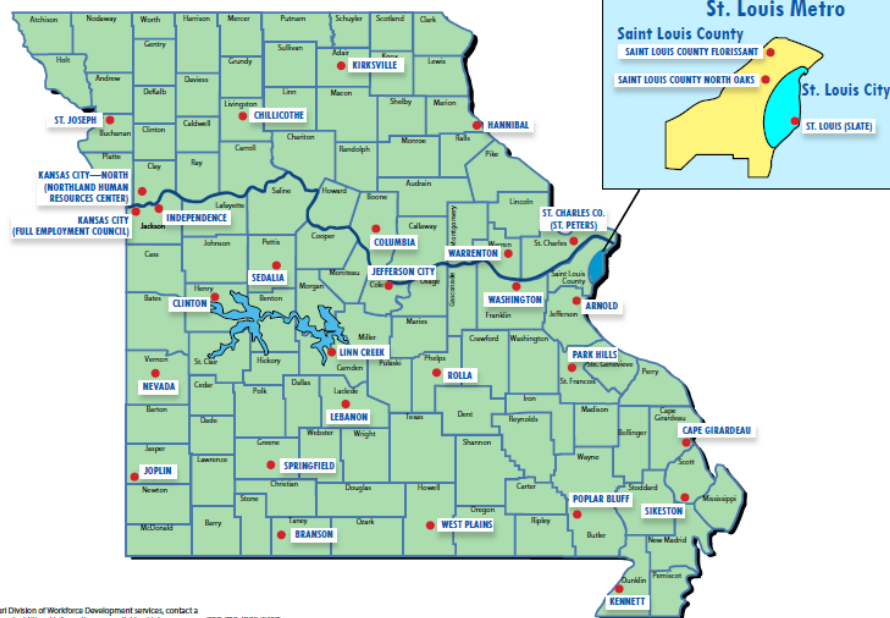
Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2066 or dial 7-1-1.

This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the contracting agency and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantee, warranty, or assurance of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.



### Full-service, One-Stop Missouri Job Centers

Missouri Division of Workforce Development  
Job Centers' address and phone on reverse



For additional information about Missouri Division of Workforce Development services, contact a Missouri Job Center near you. Locations and additional information are available at [jobs.mo.gov](http://jobs.mo.gov) or (888) 735-KIDS (5427).

Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2066 or dial 7-1-1.

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## Attachment K- Hot Jobs for Missouri

## MISSOURI'S HOT JOBS 2008-2018



# Arts & Communication

**Career Cluster:**

- Arts, Audio Visual Technology and Communications

Occupation	Openings* Over 10 Years	ANNUAL WAGES** IN MISSOURI		
		Entry	Average	Experienced
On-The-Job Training				
Athletes and Sports Competitors	247	\$23,289	\$119,617	\$167,781
Coaches and Scouts	768	\$17,267	\$37,362	\$47,409
Interpreters and Translators	274	\$26,254	\$42,158	\$50,111
Musicians and Singers	854	\$22,318	\$63,024	\$83,387
Associate Degree				
None				
Bachelor's Degree				
Public Relations Specialists	2,667	\$30,877	\$51,774	\$62,222
Writers and Authors	822	\$30,485	\$51,872	\$62,565
Bachelor's Degree or Higher + Work Experience				
Art Directors	304	\$39,375	\$78,401	\$97,914
Broadcast News Analysts	31	\$28,997	\$72,741	\$94,613
Music Directors and Composers	320	ND	ND	ND
Producers and Directors	408	\$28,242	\$57,133	\$71,579

ND = Non Disclosed

\*Occupational projections are based on 2008 data and cover the years 2008-2018. Occupations in this report are graded on a combination of average wage, percent growth, and total openings over the 10-year period of employment projections. The occupations shown represent a better than average outlook for the 10-year period.

\*\*Wage data are from 2008.

^ = Requires a strong foundation in science, technology, engineering and/or mathematics.

Note: Be sure to learn whether your desired occupation has a specific requirement for education or licensing.

## MISSOURI'S HOT JOBS 2008-2018



# Business, Management and Technology

**Career Clusters:**

- Business Management and Administration
- Finance
- Information Technology
- Marketing

Occupation	Openings* Over 10 Years	ANNUAL WAGES** IN MISSOURI		
		Entry	Average	Experienced
<b>On-The-Job Training</b>				
Advertising Sales Agents	697	\$21,133	\$49,302	\$63,387
Bill and Account Collectors	4,520	\$20,505	\$28,784	\$32,924
Billing and Posting Clerks and Machine Operators	2,350	\$21,428	\$29,822	\$34,019
Bookkeeping, Accounting, and Auditing Clerks	5,710	\$20,685	\$31,496	\$36,902
Cargo and Freight Agents	583	\$30,610	\$41,336	\$46,699
Claims Adjusters, Examiners, and Investigators	2,248	\$34,586	\$55,253	\$65,586
Compliance Officers, except Ag, Construction, Health & Safety & Transportation	1,573	\$31,509	\$50,250	\$59,620
Customer Service Representatives	18,469	\$20,228	\$30,986	\$36,365
Hotel, Motel, and Resort Desk Clerks	2,172	\$16,399	\$19,184	\$20,577
Interviewers, Except Eligibility and Loan	1,898	\$18,740	\$25,745	\$29,248
Medical Secretaries	5,276	\$20,754	\$28,089	\$31,757
Office Clerks, General	13,810	\$17,843	\$27,724	\$32,664
Police, Fire, and Ambulance Dispatchers	994	\$19,298	\$29,506	\$34,610
Postal Service Mail Carriers	2,443	\$38,066	\$48,377	\$53,532
Purchasing Agents, Except Wholesale, Retail, and Farm Products	1,829	\$32,215	\$52,686	\$62,922
Receptionists and Information Clerks	5,682	\$17,082	\$23,480	\$26,678
Retail Salespersons	27,281	\$15,938	\$24,979	\$29,500
Stock Clerks and Order Fillers	8,483	\$16,081	\$22,631	\$25,905
Tellers	5,892	\$17,614	\$21,950	\$24,118
<b>Work Experience in a Related Occupation</b>				
Emergency Management Specialists	132	\$31,165	\$48,180	\$56,687
First-Line Supervisors/Managers of Non-Retail Sales Workers	1,043	\$40,158	\$73,553	\$90,250
First-Line Supervisors/Managers of Office & Administrative Support Workers	5,946	\$28,776	\$47,297	\$56,557
First-Line Supervisors/Managers of Retail Sales Workers	5,688	\$24,692	\$39,020	\$46,184
Food Service Managers	590	\$38,440	\$59,988	\$70,762
Gaming Managers	84	\$40,596	\$71,738	\$87,309
Managers, All Other	1,957	\$47,995	\$89,706	\$110,562
Material Recording, Scheduling, Dispatching, Distributing Workers, AO	4,234	\$28,894	\$41,896	\$48,397
Sales Representatives, Services, All Other	3,200	\$27,916	\$56,813	\$71,261
Sales Representatives, Wholesale and Mfg, except Technical	7,889	\$28,677	\$57,744	\$72,277
Sales Representatives, Wholesale & Mfg, Technical & Scientific Products	1,911	\$40,084	\$76,065	\$94,056
<b>Postsecondary Vocational Training</b>				
Insurance Appraisers, Auto Damage	92	\$33,862	\$49,678	\$57,586
Real Estate Sales Agents	994	\$20,574	\$46,811	\$59,929
<b>Associate Degree</b>				
Computer Specialists, All Other	1,176	\$50,786	\$74,506	\$86,366
Computer Support Specialists	3,684	\$27,872	\$43,139	\$50,772
Funeral Directors	210	\$31,707	\$59,650	\$73,622

## Business, Management and Technology (continued)

Bachelor's Degree	Openings*	Entry	Average	Experienced
Accountants and Auditors	7,184	\$35,141	\$58,199	\$69,728
Budget Analysts	396	\$43,753	\$62,292	\$71,561
Business Operations Specialists, All Other	3,683	\$33,352	\$60,872	\$74,633
Compensation, Benefits, Job Analysis Specialists	1,057	\$32,703	\$51,012	\$60,166
Computer Software Engineers, Applications^	1,905	\$50,600	\$76,059	\$88,788
Computer Software Engineers, Systems Software^	1,040	\$56,419	\$78,384	\$89,366
Computer Systems Analysts^	2,761	\$50,693	\$72,018	\$82,680
Construction Managers	772	\$46,054	\$82,583	\$100,847
Cost Estimators	1,655	\$35,213	\$57,688	\$68,925
Credit Analysts	291	\$34,999	\$58,189	\$69,785
Database Administrators	738	\$35,764	\$61,022	\$73,651
Employment, Recruitment, Placement Specialists	1,445	\$28,895	\$46,262	\$54,945
Financial Analysts	938	\$42,769	\$73,465	\$88,814
Financial Examiners	348	\$43,507	\$80,701	\$99,298
Financial Specialists, All Other	350	\$40,284	\$64,346	\$76,377
Human Resources, Training, and Labor Relations Specialists, All Other	1,311	\$36,183	\$55,967	\$65,860
Insurance Sales Agents	5,859	\$24,411	\$54,165	\$69,042
Loan Officers	1,007	\$34,383	\$61,156	\$74,543
Logisticians	400	\$43,807	\$65,784	\$76,773
Network and Computer Systems Administrators	2,393	\$43,046	\$63,197	\$73,272
Network Systems & Data Communications Analysts^	2,510	\$46,454	\$74,788	\$88,955
Personal Financial Advisors	1,241	\$37,697	\$91,284	\$118,077
Property, Real Estate & Community Assn. Mgrs.	465	\$28,212	\$59,901	\$75,745
Securities, Commodities & Financial Services Sales Agents	2,041	\$31,511	\$86,505	\$114,002
Tax Examiners, Collectors, and Revenue Agents	787	\$27,039	\$44,095	\$52,623
<b>Bachelor's Degree or Higher + Work Experience</b>				
Actuaries^	127	\$47,753	\$86,492	\$105,862
Administrative Services Managers	897	\$43,470	\$76,597	\$93,161
Compensation and Benefits Managers	129	\$65,269	\$97,396	\$113,459
Computer and Information Systems Managers	1,279	\$71,421	\$102,259	\$117,678
Education Administrators, All Other	71	\$40,314	\$61,965	\$72,790
Education Administrators, Elementary and Secondary School	1,738	\$54,313	\$76,743	\$87,957
Education Administrators, Postsecondary	525	\$48,467	\$84,370	\$102,322
Education Administrators, Preschool and Child Care Center/Program	448	\$27,731	\$41,867	\$48,934
Engineering Managers	474	\$77,065	\$104,884	\$118,794
Farm, Ranch, and Other Agricultural Managers	538	ND	ND	ND
Financial Managers	1,322	\$64,668	\$110,278	\$133,082
Human Resources Managers, All Other	301	\$61,392	\$100,479	\$120,022
Management Analysts	1,500	\$45,100	\$71,384	\$84,526
Marketing Managers	699	\$61,588	\$111,262	\$136,098
Medical and Health Services Managers	1,307	\$43,334	\$76,512	\$93,101
Natural Sciences Managers	230	\$64,294	\$105,453	\$126,033
Public Relations Managers	423	\$57,335	\$91,340	\$108,343
Sales Managers	1,267	\$57,841	\$110,584	\$136,956
Training and Development Managers	111	\$50,605	\$84,858	\$101,984
Training and Development Specialists	2,034	\$30,324	\$49,533	\$59,137
<b>Master's Degree</b>				
Mathematical Scientists, All Other	3	ND	ND	ND
Operations Research Analysts^	288	\$47,701	\$70,033	\$81,199
Statisticians^	141	\$39,210	\$65,096	\$78,039
<b>Doctoral Degree</b>				
Computer and Information Scientists, Research^	105	ND	ND	ND
Mathematicians^	14	\$64,234	\$81,514	\$90,154

ND = Non Disclosed

\*Occupational projections are based on 2008 data and cover the years 2008-2018. Occupations in this report are graded on a combination of average wage, percent growth, and total openings over the 10-year period of employment projections. The occupations shown represent a better than average outlook for the 10-year period.

^Wage data are from 2008.

^ = Requires a strong foundation in science, technology, engineering and/or mathematics.

Note: Be sure to learn whether your desired occupation has a specific requirement for education or licensing.

Missouri's Hot Jobs 2008-2018

Missouri Economic Research and Information Center, [www.missourieconomy.org](http://www.missourieconomy.org)



## MISSOURI'S HOT JOBS 2008-2018



# Health Services

**Career Cluster:**

- Health Sciences

Occupation	Openings* Over 10 Years	ANNUAL WAGES** IN MISSOURI		
		Entry	Average	Experienced
<b>On-The-Job Training</b>				
Dental Assistants	2,019	\$24,425	\$33,100	\$37,438
Home Health Aids	7,723	\$16,427	\$19,542	\$21,100
Medical Assistants	2,572	\$20,549	\$26,892	\$30,063
Pharmacy Technicians	5,476	\$18,268	\$24,564	\$27,712
<b>Postsecondary Vocational Award</b>				
Emergency Medical Technicians and Paramedics	2,426	\$19,818	\$33,392	\$40,179
Licensed Practical and Licensed Vocational Nurses	7,815	\$27,003	\$34,178	\$37,766
Massage Therapists	371	\$16,245	\$35,005	\$44,385
Nursing Aides, Orderlies, and Attendants	7,768	\$17,202	\$21,661	\$23,891
Surgical Technologists	778	\$26,765	\$37,052	\$42,195
<b>Associate Degree</b>				
Cardiovascular Technologists and Technicians	245	\$25,470	\$42,855	\$51,547
Dental Hygienists	992	\$47,183	\$62,997	\$70,904
Diagnostic Medical Sonographers	260	\$47,585	\$61,181	\$67,980
Medical and Clinical Laboratory Technicians	960	\$21,840	\$32,580	\$37,950
Nuclear Medicine Technologists	112	\$54,795	\$64,875	\$69,916
Occupational Therapist Assistants	218	\$36,655	\$45,352	\$49,700
Physical Therapist Assistants	492	\$32,809	\$43,617	\$49,021
Radiation Therapists	118	\$46,858	\$68,402	\$79,174
Radiologic Technologists and Technicians	1,283	\$34,684	\$47,955	\$54,591
Recreational Therapists	969	\$36,733	\$46,832	\$51,881
Registered Nurses	21,029	\$41,476	\$56,667	\$64,263
<b>Bachelor's Degree</b>				
Athletic Trainers	238	\$30,714	\$46,136	\$53,847
Health Diagnosing & Treating Practitioners, All Other	43	\$45,394	\$76,391	\$91,890
Healthcare Practitioners & Technical Workers, All Other	386	\$25,859	\$58,327	\$74,561
Medical and Clinical Laboratory Technologists	886	\$40,445	\$51,525	\$57,065
Occupational Health and Safety Specialists	428	\$35,876	\$58,030	\$69,107
Occupational Health and Safety Technicians	197	\$32,769	\$49,567	\$57,967
Orthotists and Prosthetists^	22	\$44,815	\$70,016	\$82,617
<b>Master's Degree</b>				
Occupational Therapists	787	\$47,029	\$61,156	\$68,219
Physician Assistants	288	\$35,692	\$65,594	\$80,545
Speech-Language Pathologists	851	\$40,111	\$58,581	\$67,816
<b>First Professional Degree</b>				
Anesthesiologists^	187	ND	\$220,123	ND
Audiologists	68	\$45,209	\$62,860	\$71,686
Chiropractors	175	\$31,526	\$68,028	\$86,280
Dentists, All Other Specialists	18	ND	\$187,205	ND
Dentists, General^	651	\$81,234	\$166,832	\$209,631
Family and General Practitioners^	1,255	\$66,825	\$150,983	\$193,061
Internists, General^	206	\$117,320	\$190,973	\$227,800
Obstetricians and Gynecologists^	182	ND	\$196,270	ND
Optometrists	391	\$60,549	\$92,118	\$107,903
Oral and Maxillofacial Surgeons^	24	ND	\$208,337	ND
Orthodontists	32	\$92,744	\$161,883	\$196,452
Pediatricians, General^	129	\$104,331	\$150,286	\$173,264
Pharmacists	1,997	\$84,043	\$106,242	\$117,342

## Health Services (continued)

First Professional Degree (continued)	Openings*	Entry	Average	Experienced
Physical Therapists	1,333	\$43,619	\$62,215	\$71,512
Physicians and Surgeons, All Other	1,358	\$53,075	\$156,266	\$207,861
Prosthodontists	25	ND	ND	ND
Psychiatrists	169	\$99,603	\$154,875	\$182,511
Surgeons^	254	ND	\$219,547	ND

ND = Non Disclosed

\*Occupational projections are based on 2008 data and cover the years 2008-2018. Occupations in this report are graded on a combination of average wage, percent growth, and total openings over the 10-year period of employment projections. The occupations shown represent a better than average outlook for the 10-year period.

\*\*Wage data are from 2008.

^ = Requires a strong foundation in science, technology, engineering and/or mathematics.

Note: Be sure to learn whether your desired occupation has a specific requirement for education or licensing.



## MISSOURI'S HOT JOBS 2008-2018



## Human Services

## Career Clusters:

- Education and Training
- Government and Public Administration
- Hospitality and Tourism
- Human Services
- Law, Public Safety, Corrections and Security

Occupation	Openings* Over 10 Years	ANNUAL WAGES** IN MISSOURI		
		Entry	Average	Experienced
<b>On-The-Job Training</b>				
Bartenders	4,077	\$15,029	\$18,858	\$20,773
Child Care Workers	10,112	\$15,087	\$19,041	\$21,019
Cooks, Restaurant	6,552	\$16,322	\$21,307	\$23,800
Fire Fighters	2,685	\$22,305	\$43,777	\$54,514
Food Preparation Workers	3,872	\$15,407	\$19,171	\$21,053
Funeral Attendants	459	\$17,197	\$20,738	\$22,509
Personal and Home Care Aides	9,344	\$15,881	\$18,714	\$20,130
Police and Sheriff's Patrol Officers	3,890	\$26,822	\$41,148	\$48,311
Security Guards	4,413	\$17,915	\$26,940	\$31,452
Social and Human Service Assistants	1,001	\$19,184	\$27,861	\$32,200
Teacher Assistants	6,089	\$15,225	\$20,979	\$23,856
Ushers, Lobby Attendants, and Ticket Takers	2,167	\$15,908	\$19,244	\$20,912
<b>Postsecondary Vocational Award</b>				
Court Reporters	106	\$26,544	\$49,311	\$60,694
Fitness Trainers and Aerobics Instructors	1,601	\$15,774	\$25,286	\$30,042
Gaming Dealers	1,333	\$15,026	\$21,156	\$24,221
Preschool Teachers, except Special Education	3,629	\$16,859	\$25,317	\$29,545
Skin Care Specialists	174	\$22,382	\$32,295	\$37,251
<b>Associate Degree</b>				
Paralegal and Legal Assistants	1,062	\$29,209	\$44,075	\$51,508
<b>Bachelor's Degree</b>				
Adult Literacy, Remedial Education, and GED Teachers and Instructors	439	\$33,255	\$44,793	\$50,563
Child, Family, and School Social Workers	1,902	\$25,399	\$33,277	\$37,216
Community and Social Service Specialists, All Other	429	\$24,638	\$32,716	\$36,755
Directors, Religious Activities and Education	784	\$26,813	\$45,105	\$54,251
Elementary School Teachers, except Special Education	10,341	\$31,073	\$43,715	\$50,036
Health Educators	423	\$28,618	\$43,796	\$51,385
Kindergarten Teachers, except Special Education	1,370	\$30,357	\$42,023	\$47,857
Market Research Analysts	1,675	\$34,979	\$61,898	\$75,358
Medical and Public Health Social Workers	1,488	\$27,107	\$40,878	\$47,764
Middle School Teachers, except Special and Vocational Education	4,700	\$32,229	\$43,418	\$49,013
Museum Technicians and Conservators	311	\$22,719	\$33,947	\$39,561
Probation Officers and Correctional Treatment Specialists	772	\$32,091	\$35,824	\$37,690
Secondary School Teachers, except Special and Vocational Education	7,972	\$31,298	\$42,765	\$48,499
Social Workers, All Other	153	\$26,587	\$48,829	\$59,950
Special Education Teachers, Middle School	1,115	\$30,700	\$43,132	\$49,348
Special Education Teachers, Preschool, Kindergarten, and Elementary School	2,666	\$32,576	\$45,162	\$51,456
Special Education Teachers, Secondary School	1,806	\$33,252	\$47,477	\$54,590
Substance Abuse and Behavioral Disorder Counselors	568	\$22,940	\$38,232	\$45,878
Teachers and Instructors, All Other	4,473	\$19,964	\$29,061	\$33,609
<b>Bachelor's Degree or Higher + Work Experience</b>				
Administrative Law Judges, Adjudicators, and Hearing Officers	30	\$49,475	\$89,388	\$109,344
Arbitrators, Mediators, and Conciliators	25	\$36,696	\$66,202	\$80,955
Vocational Education Teachers, Secondary School	1,337	\$33,137	\$44,938	\$50,838

## Human Services (continued)

Master's Degree	Openings*	Entry	Average	Experienced
Anthropologists and Archeologists	16	\$31,910	\$46,101	\$53,197
Clergy	3,276	\$30,482	\$43,945	\$50,677
Curators	134	\$36,601	\$51,735	\$59,302
Educational, Vocational, and School Counselors	1,709	\$29,654	\$46,153	\$54,403
Geographers	12	\$46,942	\$63,714	\$72,100
Industrial-Organizational Psychologists	41	ND	ND	ND
Instructional Coordinators	449	\$36,641	\$56,185	\$65,957
Librarians	1,038	\$34,169	\$50,471	\$58,621
Marriage and Family Therapists	136	\$30,733	\$52,959	\$64,072
Mental Health and Substance Abuse Social Workers	1,279	\$21,998	\$34,380	\$40,572
Mental Health Counselors	600	\$19,930	\$36,818	\$45,262
Psychologists, All Other	45	\$49,864	\$74,860	\$87,359
Social Scientists and Related Workers, All Other	144	ND	ND	ND
Urban and Regional Planners	142	\$39,084	\$53,398	\$60,555
<b>First Professional Degree</b>				
Lawyers	2,153	\$50,873	\$107,784	\$136,240
<b>Doctoral Degree</b>				
Agricultural Sciences Teachers, PS <sup>A</sup>	49	ND	ND	ND
Anthropology and Archeology Teachers, PS <sup>A</sup>	14	\$50,562	\$72,903	\$84,073
Architecture Teachers, PS	14	\$36,058	\$59,001	\$70,473
Area, Ethnic, and Cultural Studies Teachers, PS	449	\$37,909	\$59,271	\$69,952
Art, Drama, and Music Teachers, PS	48	\$42,256	\$68,513	\$81,642
Atmospheric, Earth, Marine, and Space Sciences Teachers, PS <sup>A</sup>	304	\$39,008	\$69,369	\$84,550
Biological Science Teachers, PS <sup>A</sup>	501	\$36,440	\$74,319	\$93,259
Business Teachers, PS	108	\$41,196	\$59,960	\$69,342
Chemistry Teachers, PS <sup>A</sup>	609	\$35,040	\$56,691	\$67,516
Clinical, Counseling, and School Psychologists	194	\$36,346	\$61,269	\$73,730
Communications Teachers, PS	203	\$40,104	\$66,703	\$80,003
Computer Science Teachers, PS	100	\$32,757	\$51,236	\$60,475
Criminal Justice and Law Enforcement Teachers, PS	85	\$48,814	\$78,798	\$93,789
Economics Teachers, PS	317	\$35,558	\$57,453	\$68,400
Education teachers, PS	248	\$49,693	\$85,018	\$102,680
Engineering Teachers, PS <sup>A</sup>	402	\$35,629	\$58,100	\$69,336
English Language and Literature Teachers, PS	145	\$35,049	\$51,574	\$59,837
Foreign Language and Literature Teachers, PS	7	ND	ND	ND
Forestry and Conservation Science Teachers, PS <sup>A</sup>	28	\$43,032	\$56,150	\$62,710
Geography Teachers, PS	1,837	\$47,536	\$105,867	\$135,033
Health Specialties Teachers, PS <sup>A</sup>	148	\$36,421	\$56,857	\$67,075
History Teachers, PS	40	\$37,638	\$57,570	\$67,537
Home Economics Teachers, PS	28	\$48,105	\$94,673	\$117,958
Law Teachers, PS	34	\$42,128	\$53,745	\$59,553
Library Science Teachers, PS	305	\$35,802	\$58,541	\$69,911
Mathematical Science Teachers, PS <sup>A</sup>	308	\$42,270	\$57,580	\$65,236
Nursing Instructors and Teachers, PS <sup>A</sup>	151	\$40,071	\$60,758	\$71,101
Philosophy and Religion Teachers, PS	94	\$37,896	\$60,676	\$72,066
Physics Teachers, PS <sup>A</sup>	85	\$38,159	\$59,344	\$69,936
Political Science Teachers, PS	469	\$36,853	\$66,052	\$80,652
Postsecondary Teachers, All Other	285	\$37,441	\$62,543	\$75,093
Psychology Teachers, PS	98	\$31,979	\$48,106	\$56,170
Recreation and Fitness Studies Teachers, PS	72	\$39,529	\$58,962	\$68,678
Social Work Teachers, PS	94	\$34,301	\$59,592	\$72,237
Sociology Teachers, PS	49	ND	ND	ND

ND = Non Disclosed PS = Postsecondary

\*Occupational projections are based on 2008 data and cover the years 2008-2018. Occupations in this report are graded on a combination of average wage, percent growth, and total openings over the 10-year period of employment projections. The occupations shown represent a better than average outlook for the 10-year period.

\*\*Wage data are from 2008.

<sup>A</sup> = Requires a strong foundation in science, technology, engineering and/or mathematics.

Note: Be sure to learn whether your desired occupation has a specific requirement for education or licensing.

Missouri's Hot Jobs 2008-2018

Missouri Economic Research and Information Center, [www.missourieconomy.org](http://www.missourieconomy.org)

## MISSOURI'S HOT JOBS 2008-2018



# Industrial & Engineering Technology

**Career Clusters:**

- Architecture and Construction
- Manufacturing
- Science, Technology, Engineering and Mathematics
- Transportation, Distribution and Logistics

Occupation	Openings* Over 10 Years	ANNUAL WAGES** IN MISSOURI		
		Entry	Average	Experienced
<b>On-The-Job Training</b>				
Air Traffic Controllers	104	\$68,378	\$108,124	\$127,997
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	240	ND	ND	ND
Airfield Operations Specialists	8	\$24,440	\$46,135	\$56,982
Carpenters	3,449	\$26,277	\$45,746	\$55,480
Construction Laborers	2,296	\$23,244	\$38,623	\$46,313
Electrical Power-Line Installers and Repairers	1,517	\$38,125	\$53,746	\$61,557
Gas Plant Operators	78	\$41,769	\$47,556	\$50,449
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,309	\$26,115	\$40,878	\$48,259
Industrial Machinery Mechanics	1,371	\$29,084	\$43,547	\$50,779
Insulation Workers, Mechanical	410	\$31,423	\$52,944	\$63,705
Locomotive Engineers^	401	ND	ND	ND
Locomotive Firers	19	ND	ND	ND
Maintenance and Repair Workers, General	6,010	\$21,682	\$34,274	\$40,570
Motorboat Operators	7	ND	ND	ND
Nuclear Power Reactor Operators	59	ND	ND	ND
Operating Engineers and Other Construction Equipment Operators	1,624	\$30,391	\$46,571	\$54,662
Plumbers, Pipefitters, and Steamfitters	1,950	\$32,639	\$54,237	\$65,037
Power Distributors and Dispatchers	109	\$52,945	\$61,192	\$65,315
Power Plant Operators	459	\$32,084	\$49,533	\$58,257
Rail Yard Engineers, Dinkey Operators, and Hostlers^	19	\$31,190	\$41,940	\$47,315
Railroad Brake, Signal, and Switch Operators	360	\$33,975	\$53,708	\$63,575
Truck Drivers, Heavy and Tractor-Trailer	10,228	\$24,623	\$38,108	\$44,850
Water and Liquid Waste Treatment Plant and System Operators	949	\$23,507	\$34,844	\$40,512
<b>Work Experience in a Related Occupation</b>	<b>Openings*</b>	<b>Entry</b>	<b>Average</b>	<b>Experienced</b>
Captains, Mates, and Pilots of Water Vessels	162	\$37,544	\$61,479	\$73,447
First-Line Supervisors/Managers of Construction Trades and Extraction Workers	1,728	\$40,618	\$62,277	\$73,106
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	1,967	\$37,853	\$57,151	\$66,800
Ship Engineers^	53	ND	ND	ND
Transportation Inspectors	169	\$27,920	\$55,539	\$69,348
<b>Postsecondary Vocational Award</b>				
Automotive Service Technicians and Mechanics	3,459	\$20,570	\$34,904	\$42,072
Commercial Divers	16	\$32,365	\$54,925	\$66,206
Commercial Pilots	262	\$38,015	\$60,441	\$71,654
Electrical and Electronics Repairers, Commercial and Industrial Equipment	398	\$28,509	\$47,945	\$57,662
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	171	\$49,846	\$61,935	\$67,980
<b>Associate Degree</b>				
Environmental Engineering Technicians	35	\$28,007	\$46,262	\$55,389
Medical Equipment Repairers	477	\$28,060	\$42,874	\$50,281

## Industrial and Engineering Technology (continued)

**Bachelor's Degree**

Aerospace Engineers <sup>^</sup>	227	ND	ND	ND
Agricultural Engineers <sup>^</sup>	13	\$56,800	\$72,373	\$80,159
Architects, Except Landscape and Naval	479	\$39,050	\$65,801	\$79,177
Biomedical Engineers <sup>^</sup>	125	\$41,957	\$67,177	\$79,787
Cartographers and Photogrammetrists	167	\$32,570	\$52,655	\$62,697
Civil Engineers <sup>^</sup>	1,370	\$51,181	\$75,812	\$88,128
Electrical Engineers <sup>^</sup>	562	\$56,334	\$79,155	\$90,566
Electronics Engineers, Except Computer <sup>^</sup>	574	\$57,415	\$79,901	\$91,143
Engineers, All Other	656	\$58,420	\$83,481	\$96,012
Environmental Engineers <sup>^</sup>	313	\$49,609	\$71,924	\$83,082
Industrial Engineers <sup>^</sup>	1,136	\$51,599	\$71,352	\$81,229
Landscape Architects	70	ND	ND	ND
Materials Engineers <sup>^</sup>	138	\$61,613	\$86,971	\$99,650
Mechanical Engineers <sup>^</sup>	864	\$52,163	\$73,205	\$83,725
Nuclear Engineers <sup>^</sup>	62	ND	ND	ND

ND = Non Disclosed

\*Occupational projections are based on 2008 data and cover the years 2008-2018. Occupations in this report are graded on a combination of average wage, percent growth, and total openings over the 10-year period of employment projections. The occupations shown represent a better than average outlook for the 10-year period.

\*\*Wage data are from 2008.

<sup>^</sup> = Requires a strong foundation in science, technology, engineering and/or mathematics.

Note: Be sure to learn whether your desired occupation has a specific requirement for education or licensing.



## MISSOURI'S HOT JOBS 2008-2018



# Natural Resources Agriculture

**Career Cluster:**

- Agriculture, Food and Natural Resources

Occupation	Openings* Over 10 Years	ANNUAL WAGES** IN MISSOURI		
		Entry	Average	Experienced
<b>Work Experience in a Related Occupation</b>				
Farm Labor Contractors	2	ND	ND	ND
Managers of Farming, Fishing, and Forestry Workers	123	\$34,405	\$48,567	\$55,648
<b>Associate Degree</b>				
Social Science Research Assistants	65	\$27,725	\$36,452	\$40,816
Veterinary Technologists and Technicians	568	\$17,715	\$27,345	\$32,160
<b>Bachelor's Degree</b>				
Animal Scientists	66	\$37,652	\$70,807	\$87,385
Biological Technicians^	775	\$22,599	\$36,503	\$43,456
Chemists^	462	\$39,690	\$64,593	\$77,045
Food Scientists and Technologists	169	\$36,393	\$66,387	\$81,385
Forensic Science Technicians^	161	\$34,192	\$46,973	\$53,363
Life Scientists, All Other	27	ND	ND	ND
Soil and Plant Scientists^	111	\$39,073	\$69,567	\$84,814
<b>Master's Degree</b>				
Environmental Scientists and Specialists, Including Health	446	\$34,193	\$48,823	\$56,138
Epidemiologists	27	\$40,065	\$54,177	\$61,232
Geoscientists, except Hydrologists and Geographers	48	\$38,819	\$60,815	\$71,814
Hydrologists^	18	\$48,943	\$70,361	\$81,070
<b>First Professional Degree</b>				
Veterinarians^	554	\$45,224	\$71,112	\$84,056
<b>Doctoral Degree</b>				
Biochemists and Biophysicists^	216	\$35,347	\$63,276	\$77,241
Biological Scientists, All Other	257	\$41,113	\$61,022	\$70,977
Medical Scientists, Except Epidemiologists	1,041	\$46,958	\$67,086	\$77,150
Microbiologists	72	\$41,510	\$65,786	\$77,924
Physicists^	29	\$67,131	\$104,951	\$123,861

ND = Non Disclosed

\*Occupational projections are based on 2008 data and cover the years 2008-2018. Occupations in this report are graded on a combination of average wage, percent growth, and total openings over the 10-year period of employment projections. The occupations shown represent a better than average outlook for the 10-year period.

\*\*Wage data are from 2008.

^ = Requires a strong foundation in science, technology, engineering and/or mathematics.

Note: Be sure to learn whether your desired occupation has a specific requirement for education or licensing.

## Attachment L- Top 30 Long-term Career Opportunities

<b>Missouri's Guide to Good Opportunities</b> <b>— Longterm Outlook</b> <b>TOP 30</b> <i>Careers in Missouri with the best outlook between 2008—2018</i>									
Occupation Title	Career Grade	Total Openings 10-15 years ahead	Entry Wage	Average Wage	Exp. Wage	WorkKeys® Scores			Education/Experience Typically Required
						AM	LI	RI	
<b>— NOW —</b>									
Truck Drivers, Heavy & Tractor-Trailer	B+	10,228	\$24,623	\$38,108	\$44,850	3	4	3	Moderate-term OJT
Maintenance & Repair Workers, General	B+	6,010	\$21,682	\$34,274	\$40,570	4	4	4	Moderate-term OJT
Construction Laborers	B+	2,296	\$23,244	\$38,623	\$46,313	3	4	3	Moderate-term OJT
Dental Assistants	A-	2,019	\$24,425	\$33,100	\$37,438	4	4	4	Moderate-term OJT
Operating Engineers & Other Construction Equipment Operators	B+	1,624	\$30,391	\$46,571	\$54,662	3	4	3	Moderate-term OJT
Mixing & Blending Machine Setters, Operators, & Tenders	B+	1,230	\$23,886	\$35,133	\$40,756	3	4	3	Moderate-term OJT
Advertising Sales Agents	B+	697	\$21,133	\$49,302	\$63,387	4	4	5	Moderate-term OJT
Cargo & Freight Agents	B+	583	\$30,610	\$41,336	\$46,699	4	4	4	Moderate-term OJT
Pest Control Workers	B+	511	\$20,824	\$32,799	\$38,787	3	3	4	Moderate-term OJT
Insulation Workers, Mechanical	B+	410	\$31,423	\$52,944	\$63,705	3	4	4	Moderate-term OJT
<b>— NEXT —</b>									
Registered Nurses	A+	21,029	\$41,476	\$56,667	\$64,263	4	4	5	Associate degree
Licensed Practical & Licensed Vocational Nurses	A-	7,815	\$27,003	\$34,178	\$37,766	4	4	4	Postsecondary voc. award
First-Line Managers of Office & Admin. Support Workers	A-	5,946	\$28,776	\$47,297	\$56,557	4	4	5	Work exp. in a related occ.
Police & Sheriff's Patrol Officers	A-	3,890	\$26,822	\$41,148	\$48,311	4	4	5	Long-term OJT
Sales Representatives, Services	A-	3,200	\$27,916	\$56,813	\$71,261	4	4	4	Work exp. in a related occ.
Fire Fighters	A-	2,685	\$22,305	\$43,777	\$54,514	4	5	4	Long-term OJT
Emergency Medical Technicians & Paramedics	A-	2,426	\$19,818	\$33,392	\$40,179	4	4	4	Postsecondary voc. award
Claims Adjusters, Examiners, & Investigators	A-	2,248	\$34,586	\$55,253	\$65,586	5	4	5	Long-term OJT
Self-Enrichment Education Teachers	A-	1,966	\$18,301	\$35,417	\$43,975	4	5	5	Work exp. in a related occ.
Managers, All Other	A-	1,957	\$47,995	\$89,706	\$110,562	5	5	5	Work exp. in a related occ.
<b>— LATER —</b>									
Elementary School Teachers, Exc. Special Ed.	A-	10,341	\$31,073	\$43,715	\$50,036	3	4	4	Bachelor's degree
Secondary School Teachers, Exc. Special & Voc. Ed.	A-	7,972	\$31,298	\$42,765	\$48,499	4	5	5	Bachelor's degree
Accountants & Auditors	A	7,184	\$35,141	\$58,199	\$69,728	6	5	5	Bachelor's degree
Insurance Sales Agents	A	5,859	\$24,411	\$54,165	\$69,042	5	5	6	Bachelor's degree
Middle School Teachers, Exc. Special & Voc. Ed.	A-	4,700	\$32,229	\$43,418	\$49,013	3	4	4	Bachelor's degree
Business Operations Specialists	A-	3,683	\$33,352	\$60,872	\$74,633	5	4	5	Bachelor's degree
Computer Systems Analysts	A-	2,761	\$50,693	\$72,018	\$82,680	5	5	5	Bachelor's degree
Public Relations Specialists	A	2,667	\$30,877	\$51,774	\$62,222	0	5	5	Bachelor's degree
Special Ed. Teachers, Preschool, Kindergarten, & Elem. School	A-	2,666	\$32,576	\$45,162	\$51,456	4	5	5	Bachelor's degree
Network Systems & Data Communications Analysts	A+	2,510	\$46,454	\$74,788	\$88,955	6	5	5	Bachelor's degree

\*Career Grades are assigned by considering an occupation's job growth rate, total openings, and average wages relative to other occupations in the state. \*\*WorkKeys® is a national workforce development system that compares a worker's skills with the skills required to successfully perform a specific job. Scores are provided for three different core skill sets: Applied Mathematics (AM), Locating Information (LI), & Reading for Information (RI). \*\*\*ND denotes non-disclosed data due to confidentiality restrictions from the US Bureau of Labor Statistics.

For a complete listing of occupations, wages and skills information, visit the MERIC website at [www.missourieconomy.org](http://www.missourieconomy.org)

Call toll free at 866.225.8113 or email MERIC at [mericdata@ded.mo.gov](mailto:mericdata@ded.mo.gov)





## Attachment M - Top 25 Green Jobs



	Occupation Title (Green Core=)	Career Grade	Total Openings 10-15 Period	Entry Wage	Average Wage	Exp. Wage	WorkKeys® Scores			Education/Experience typically required
							AM	LI	RI	
— NOW —	Maintenance & Repair Workers	B+	6,010	\$21,682	\$34,274	\$40,570	4	4	4	Moderate-term OJT
	Construction Laborers	B+	2,296	\$23,244	\$38,623	\$46,313	3	4	3	Moderate-term OJT
	Operating Engineers & Other Constr. Equip. Operators	B+	1,624	\$30,391	\$46,571	\$54,662	3	4	3	Moderate-term OJT
	Refuse & Recyclable Material Collectors	C	658	\$19,216	\$27,575	\$31,755	3	3	3	Short-term OJT
	Installation, Maintenance, & Repair Workers	C	504	\$22,458	\$34,744	\$40,886	4	4	4	Moderate-term OJT
— NEXT —	Automotive Service Technicians & Mechanics	B+	3,459	\$20,570	\$34,904	\$42,072	3	4	4	Postsecondary voc. award
	Carpenters	B	3,449	\$26,277	\$45,746	\$55,480	5	5	4	Long-term OJT
	Electricians	C+	3,047	\$32,405	\$53,111	\$63,464	4	4	4	Long-term OJT
	Plumbers, Pipefitters, & Steamfitters	B	1,950	\$32,639	\$54,237	\$65,037	4	4	4	Long-term OJT
	Electrical Power-Line Installers & Repairers	A-	1,517	\$38,125	\$53,746	\$61,557	4	4	4	Long-term OJT
	Industrial Machinery Mechanics	B+	1,371	\$29,084	\$43,547	\$50,779	4	5	4	Long-term OJT
	HVAC Mechanics & Installers	B+	1,309	\$26,115	\$40,878	\$48,259	4	5	4	Long-term OJT
	Industrial Production Managers	C	815	\$51,719	\$87,737	\$105,745	5	5	5	Work exp. in a related occ.
	Electrical & Electronics Repairers, Comm. & Ind. Equip.	B+	398	\$28,509	\$47,945	\$57,662	5	4	5	Postsecondary voc. award
	Environmental Engineering Technicians	B	35	\$28,007	\$46,262	\$55,389	5	5	5	Associate degree
— LATER —	Training & Development Specialists	A	2,034	\$30,324	\$49,533	\$59,137	5	4	5	Bachelor's or higher + work exp.
	Civil Engineers	A-	1,370	\$51,181	\$75,812	\$88,128	7	5	6	Bachelor's degree
	Mechanical Engineers	B-	864	\$52,163	\$73,205	\$83,725	7	6	6	Bachelor's degree
	Construction Managers	B+	772	\$46,054	\$82,583	\$100,847	6	5	5	Bachelor's degree
	Electronics Engineers, Exc. Computer	B-	574	\$57,415	\$79,901	\$91,143	7	5	6	Bachelor's degree
	Electrical Engineers	B-	562	\$56,334	\$79,155	\$90,566	7	5	6	Bachelor's degree
	Environmental Scientists & Specialists	B+	446	\$34,193	\$48,823	\$56,138	5	5	5	Master's degree
	Environmental Engineers	B	313	\$49,609	\$71,924	\$83,082	5	5	5	Bachelor's degree
	Urban & Regional Planners	B	142	\$39,084	\$53,398	\$60,555	5	5	5	Master's degree
	Landscape Architects	B	70	ND	ND	ND	5	5	5	Bachelor's degree

\*Career Grades are assigned by considering an occupation's job growth rate, total openings, and average wages relative to other occupations in the state. \*\*WorkKeys® is a national workforce developmental system that compares a worker's skills with the skills required to successfully perform a specific job. Scores are provided for three different core skill sets: Applied Mathematics (AM), Locating Information (LI), & Reading for Information (RI). \*\*\*ND denotes non-disclosed data due to confidentiality restrictions from the US Bureau of Labor Statistics.

**Higher Education**  
[www.dhe.mo.gov](http://www.dhe.mo.gov)

**Missouri Career Source**  
[www.missouricareersource.com](http://www.missouricareersource.com)

**Missouri Connections**  
[www.missouriconnections.org](http://www.missouriconnections.org)

**Missouri Economy (MERIC)**  
[www.missourieconomy.org](http://www.missourieconomy.org)

**Apprenticeships**  
[oa.doleta.gov/bat.cfm](http://oa.doleta.gov/bat.cfm)

**GED® High School Equivalency**  
[www.ged.mo.gov](http://www.ged.mo.gov)

**Military Careers & Training**  
[www.todaysmilitary.com](http://www.todaysmilitary.com)

**Vocational Rehabilitation**  
[www.vr.dese.mo.gov](http://www.vr.dese.mo.gov)

This workforce solution was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This solution is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.



## Attachment N—Listing of MOU's by Sub-Grantee

### **Experience Works**

Mid-America Regional Council– Area Agency on Aging  
Northeast Area Agency on Aging  
Southeast Area Agency on Aging  
Central Missouri Area Agency on Aging  
Mid-East Area Agency on Aging  
Southwest Office on Aging  
Care Connections on Aging Services  
Northwest Missouri Area Agency on Aging  
Region X Area Agency on Aging  
Central Region Workforce Investment Board, Inc.  
Workforce Development Board of Western Missouri, Inc.  
Workforce Investment Board of SW MO  
South Central Workforce Investment Board  
WIB of SO MO, Missouri Career Center– Ozark Region  
NW MO Career Center  
NE MO WIB  
South Central Region Workforce Investment Board

### **Catholic Charities of Kansas City– St. Joseph, Inc.**

Full Employment Council Career Center

### **MERS/MO Goodwill Industries**

Missouri Career Center of St. Louis County  
Missouri Career Center– Downtown St. Louis City  
Missouri Career Centers of Jefferson and Franklin Counties  
Missouri Career Centers of St. Charles County

## **Attachment O– Sub-Grantees Contact Information**

### **MERS/Missouri Goodwill Industries**

St. Louis County, 2545 S. Hanley Road, St. Louis, MO 63144

Contact: Don Vaisvil, toll-free (888) 651-4177; (314) 647-7453, ext. 126

Email: [dvaisvil@mersgoodwill.org](mailto:dvaisvil@mersgoodwill.org); <http://mersgoodwill.org>

### **Experience Works, Inc.**

P.O. Box 414, Hwy. 32 & 65, Buffalo, MO 65622

Contact: Diane Chambers, toll-free (800) 368-7569; (417) 345-2797

Email: [Diane\\_Chambers@experienceworks.org](mailto:Diane_Chambers@experienceworks.org); <http://www.experienceworks.org>

### **Catholic Charities of Kansas City-St. Joseph, Inc.**

20 W. 9th, Kansas City, MO 64105

Contact: Michael Spaw, toll-free (800) 875-4377; (816) 221-4377

Email: [mspaw@ccharities.com](mailto:mspaw@ccharities.com); <http://www.catholiccharities-kcsj.org/>

## **Attachment P– State Project Coordinator Contact Information**

### **Bureau of Senior Programs**

Michael Brewer, Missouri SCSEP Project Director

Division of Senior and Disability Services

Missouri Department of Health and Senior Services

P.O. Box 570

Jefferson City, MO 65102-0570

Telephone: 573-526-4542

Fax: 573-522-3024

E-mail: [SCSEPEmployment@health.mo.gov](mailto:SCSEPEmployment@health.mo.gov)

## Attachment Q—References

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- xii** U. S. Census- <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>
- xiii** Missouri Economy. Org— [http://www.missourieconomy.org/pdfs/population\\_data\\_many\\_mo\\_languages.pdf](http://www.missourieconomy.org/pdfs/population_data_many_mo_languages.pdf)
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- xxi** American Community Survey- [http://www.census.gov/acs/www/data\\_documentation/2013\\_release/2.census.gov/faces/nav/jsf/pages/searchresults.xhtml#](http://www.census.gov/acs/www/data_documentation/2013_release/2.census.gov/faces/nav/jsf/pages/searchresults.xhtml#)